A Vital Need of the Times

by Felix Orman

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A VITAL NEED OF THE TIMES

By

FELIX ORMAN

With an introduction by William C. D'Arcy, President of the Associated Advertising Clubs of the World; Forewords by Professor George B. Hotchkiss, of New York University School of Commerce, and George B. Sharpe, President of the New York Advertising Club; a symposium of views and comments expressed by leaders of American economic thought, and a collection of letters to the author.

Felix Orman
Astor Trust Building,
Fifth Avenue, at
Forty-second Street,
New York City.
1918

Trade Has Its Heroisms

The merchant is presumed to act always selfishly. His work may be very necessary to the community; but the motive of it is understood to be wholly personal. The merchant's first object in all his dealings must be (the public believe) to get as much for himself, and leave as little for his neighbor (or customer) as possible. Enforcing this upon him, by political statute, as the necessary principle of his action; recommending it to him on all occasions, and themselves reciprocally adopting it; proclaiming vociferously, for law of the universe, that a buyer's function is to cheapen, and a seller's to cheat—the public, nevertheless, involuntarily condemn the man of commerce for his compliance with their own statement, and stamp him forever as belonging to an inferior grade of human personality. This they will find, eventually, they must give up doing. They must not cease to condemn selfishness; but they will have to discover *a kind of commerce which is not exclusively selfish.* . . . They will find that commerce is an occupation which gentlemen will every day see more need to engage in, rather than in the businesses of talking to men, or slaying them; that, in true commerce, as in true preaching, or true fighting, it is necessary to admit the idea of occasional voluntary loss;—that six pences have to be lost, as well as lives, under a sense of duty; that *the market may have its martyrdoms as well as the pulpit; and trade its heroisms, as well as war. . . . The fact is, that people never have had clearly explained to them the true functions of a merchant (and manufacturer) with respect to other people.—John Ruskin.*

Introduction

HERE is a book that emphasizes, with fully justified enthusiasm, the great power of business enterprise in securing the social and industrial stability of a Nation; which tells how American business can—and the author believes will—attack the vital problems affecting the main issues of our National life and render a big social and commercial service in solving these problems, and in seeing the Nation safely through the period of readjustment and reconstruction back to a strong, fully safeguarded and triumphant peace under conditions happier and healthier than we have ever known.

Out of a long experience as an industrial reporter and investigator, the author draws many conclusions which appear to be logical and well-sustained by events and tendencies of the times; he sees business as something more than trade; he conceives business as a "big, mighty, welding, energizing, life-giving power of society" that in the "mighty transition" after the war will become the "spinal column of the social anatomy" of the country.

"Here is the great opportunity for the big spirits in American commerce and industry," says the author. "Now is the time for the leaders and thinkers of American business to show their character and ability. Never did trade face so magnificent an opportunity."

The author sees in advertising a great power and urges American business executives to educate the public on the facts of business through broadly-gauged advertising; he conceives advertising as a great public force that touches and vivifies every phase of American life, one that will have a tremendous value in creating a greater destiny for the United States.

"When every business official in the country," he writes, "reaches the realization that he has a public duty in making his advertising serve a public purpose, then a great force will have been built up in support of National stability." And again: "Business has a great role to play in steering the thought of the Nation into right channels of social and economic philosophy. . . . Advertising must take its place as a vital public

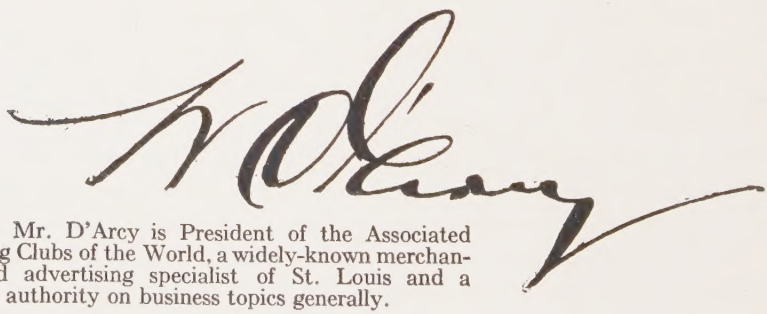
force; it must interpret business to the public; heighten the public understanding and appreciation of business and combat the encroachments of emotional radicalism into our National life."

All this strikes me as being important. I agree with Mr. Orman's conception of the big powers of business for the public and National good, and of the force of advertising in enunciating that fine commercial power and social influence.

In my humble judgment, there never was a time when advertising had rendered such constructive service to all interests, private, corporate, National, in fact, international service, as it has done since 1914.

Advertising is a world force that always has been and will continue to be the very impetus of all commercial enterprise. There has been a very satisfactory mental adjustment on this score. The bigger the man, the bigger the organization, the surer you are to find within a corporation a consciousness that the consuming world must be informed on the service they have to render. If there is any future for civilization, there is just that same future for advertising.

All these ideas are clearly emphasized in Mr. Orman's book. He shows that the social and public-service forms of advertising are by no means unrelated to the direct sales functions of advertising, since the broader forms of advertising build a foundation and erect a background upon which the strictly commercial advertising rests or stands in perspective.



NOTE: Mr. D'Arcy is President of the Associated Advertising Clubs of the World, a widely-known merchandizing and advertising specialist of St. Louis and a recognized authority on business topics generally.

Foreword

MOST of the vital facts of life are truisms, but most of them need to be constantly repeated and re-applied. To say that ignorance and misunderstandings are the usual causes of suspicion is only to say what everyone knows. Yet we are all prone to neglect until too late the educational work that alone can remove these causes.

The suspicion that has undeniably been directed against business—especially big business—has been due only partly to the way in which some individuals and corporations have misused their power. It has been equally due to lack of knowledge on the part of the public as to the benefits derived. This lack of knowledge is not surprising. It is not a self-evident fact that an enterprise carried on for the sake of private gain may also be for the good of the commonwealth. Instead, the collected profits of the owners bulk large while the public benefits are so widely scattered that the individual unit is scarcely perceptible.

Business does include a certain amount of trafficking. Trafficking builds no cities or railways and supplies neither food nor growth nor comfort. Business and industry that succeeds and endures must be creative. And every creative force adds to the welfare of the nation.

Under these conditions it is the part of wisdom for any successful business man to search out the creative elements of his enterprise and let them be known. Too often in his absorption in the work—and success does not come without absorption—he leaves the outside world in the dark as to its essential values. He needs to be stirred and awakened himself so that he may awaken others.

First of all he must recognize that the words "commercialized" and "propaganda" do not designate things that are in themselves low. They have fallen into disrepute merely because they have sometimes been turned to unworthy uses, where the public welfare

was sacrificed for selfish ends. But a moment's reflection must show us that this could not have happened if they had not tremendous potentialities for good. What is a Liberty Loan poster but art commercialized and propaganda for a noble cause? And as this cause needed them for its complete success, so does every other, no matter how self-evident its merits may be to those close to it.

The word "inspiration" is another that has been much abused, but no adequate substitute for real inspiration has ever been found. It is my belief that the inspiration presented in this book is needed now and will be needed in the trying years just before us more perhaps than ever before.

I have given this volume a careful reading—and many parts of it a re-reading, and I am in the heartiest sympathy with all the author states. He has written things that I should like to have written, if I had known how. The book has been truly named "A Vital Need of the Times." In fact, I have experienced difficulty here in refraining from making my words a mere echo of the author's.

NOTE: Professor Hotchkiss is head of New York University School of Commerce and a distinguished authority on marketing and advertising. He has now been called to important war work at Washington.

Another Foreword

THIS book deals with vital industrial problems; it looks to the future of American business.

When this war is ended our big problem will pass from one of production to that of distribution. Unless we plan now to meet this problem, industrial chaos will inevitably follow.

There is, therefore, urgent need that our channels of distribution be widened and deepened, and our highways of trade set in order.

There is also the importance of creating a spirit of content in the field of labor; of giving widespread information on the big facts of business; of enhancing the public appreciation of business enterprise.

All these subjects, and the knotty problems behind them, are discussed in this book. Many facts on business are presented—in its relation to the public, to labor, to the Government, etc.

The uncertainties of the period of readjustment and reconstruction are anticipated by the author, who urgently pleads that business awaken to its magnificent opportunities for great National service.

The program advanced for meeting the great industrial problems before the country through National education on industrial activities by means of constructive, interpretive advertising is important, interesting and promising.

NOTE: Mr. Sharpe is President of the New York Advertising Club, Advertising Manager of the De Laval Separator Company and a well-known authority on merchandising and advertising.

Enthusiasm

Enthusiasm is the dynamics of your personality. Without it, whatever abilities you may possess lie dormant; and it is safe to say that nearly every man has more latent power than he ever learns to use. You may have knowledge, sound judgment, good reasoning faculties; but no one—not even yourself—will know it, until you discover *how to put your heart into thought and action*. A wonderful thing is this quality which we call enthusiasm. It is too often underrated as so much surplus and useless display of feeling, lacking in real substantiality. You can't go wrong in applying all the genuine enthusiasm that you can stir within you; for it is the power that moves the world. . . . We can cut through the hardest rocks with a diamond drill and melt steel rails with a flame. We can tunnel through mountains and make our way through any sort of physical obstruction. We can checkmate and divert the very laws of nature by our science. But there is no power in the world that can cut through another man's mental opposition, except *persuasion*. And persuasion is reason plus enthusiasm, with the emphasis on enthusiasm. Enthusiasm is the art of high persuasion.

—*J. Ogden Armour.*

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A Vital Need of the Times

Out of the Book of Life

WHAT a strange hunting-ground of humanity, this Madison Square! From my window I have looked out upon it these many days, and often I have roamed its length and breadth gazing with that strange fascination which comes of peering into the depths of What Might Have Been.

The hunched figures that sit gloomily along the rows of benches; the innumerable persons moving from place to place, some, well-dressed and clear-eyed, rushing on a busy mission; others, shabby and inert, lolling about absorbed wistfully in retrospection, cynically indifferent, or engulfed in despair; the eager speakers who hold forth on improvised platforms and rant ridiculously on every social and economic evil that can be imagined—all of it has held for me an interest deep and penetrating; it has appealed to my imagination, heightened my sympathy; it has taken me to the very door of life and bade me look in and take counsel.

Here, in this same Madison Square, O. Henry was wont to sit day by day and watch the parade of humanity, and here he conceived many of the incisive studies of everyday folk that most of us have read and retained in mind because of their fidelity to human realities. Literary tradition has it that Madison Square was this truly gifted writer's inspiration; that here he would sit for hours looking in tense interest at the men and women huddled on the benches, or those passing him by, and seeing beyond into their life dramas.

For a real study of life I commend you to Madison Square; but not, mind you, if your interest in life lies only in the beautiful and the idealized. This square, set in the heart of New York City, reveals much that is not beautiful, for it visualizes much that is startlingly, painfully true. Life you will find there, humanity—yes, in abundance, stripped, laid bare, presented in touches and flashes, which you will be quick to grasp,

if you have imagination, insight or sympathetic response.

Wander idly into the Square at noon on one of the first warm days of spring; select a seat on a bench, and then look about you. Strange, the way the early spring days bring out these wretched, hopeless fellow creatures of ours. You will see them hunched on benches, or leaning over an iron railing, these men and women of warped lives and distorted mental outlook. Their gaunt faces at times seem disconsolate, as though covering some bitter grief or disappointment; at other times hard and contemptuous. Great human tragedies are these frail weaklings, often drink or drug sodden; they are the dramatization of the Line of Least Resistance. And as you watch, perhaps a policeman will swing along, address some of them with a noticeable deficiency of respect, and order others out of the park; the well-groomed men and women pass hurriedly on their way, the derelicts yield hopelessly to the policeman's commands, or express their mood in a rich flow of profanity—and you will think as you leave of the mockery of it all.

On such an early spring morning I wandered into the Square, and there met a friend. We sat on a bench and reflected on the strange sights about us. All Derelictdom seemed to have turned out. The weird assortment of men and women vagabonds lounged about gazing curiously at each other, looking with mute inquiry at the fellow citizens of their own sordid world. It was a radiant day that brought out all the contrasts of the place. On all four sides loomed high business buildings, with here and there a touch of quaint architecture reminiscent of old New York, and here in the Square, with its first carpet of spring verdure, with the fountain playing merrily in the sunshine and smiling blue skies over us, was all this human squalor. I felt in my nostrils that pungent odor of early spring earth.

" 'Life is a strange and a wayward thing,' " mused my friend, quoting from a Hindu poem.

A Glimpse into Utopia

Then, as we sat watching, there was wafted to us on the wind the poignant staccato notes of a speaker's voice. He was holding forth on the far side of the square, and already quite a crowd had collected about him.

He was a young man with the eager, esthetic face of a zealot, one whom I recognized on close observation as a member of the well-meaning and intelligent but misguided people who, with a vision of Utopia, believe that the world can be molded into an ideal state by the simple application of their revolutionary theories, and is being kept from the realization of this perfect scheme of exquisite harmony by being brutally devoured and badly digested in the maw of capitalistic oppression.

"One of the leading spirits among our own Bolsheviki," I remarked as we found a place near the speaker.

The audience was composed of many hundreds of noon-hour seekers after recreation, young men and women of impressionable temperaments who hear and believe these picturesque doctrinaires in the Square, and, in turn, pass along their sophistries.

"When will you people wake up to the actual horrors of the present conditions of society?" The speaker's voice was vibrant with emotion; there was no doubt of his meaning what he said. "Don't you know," he went on, "that you're only slaves, just as much slaves as were the negroes before the Civil War? Our economic system is false and debasing! What right has that man to ride in a luxurious automobile when half the time I haven't car fare?"

The audience listened with eager interest. The man on the soap box waved his arms dramatically, his long hair fell about his face, enhancing the intensity of his expression.

"Last week a man I know all but starved to death; yet up on the Avenue millionaires live in miles of mansions and drink champagne. Is such a system right?

In this square today are dozens of men and women who have reached the brink of despair. Whose fault is it? Is it theirs?"

"Yes!"

The voice came from the extreme side of the crowd. The word uttered in a sibilant tone sounded like the expression of my own thought, which I had lacked the impulse to utter in this polyglot crowd. Flashing around, the socialist orator faced his doubter.

"Why is it their fault?" The question was hurled in defiance.

"Because they are weaklings and trifling, no-account men and women who don't deserve to live," answered the Man in the Crowd, "and they and the likes of them get sensational speakers like you to defend them by cursing society."

Reason and Unreason

My friend and I stood by and listened with eager interest to the heated colloquy that followed; for here was a conflict of conviction, dramatically significant, that represented the most important thought of the day.

On the one side, was a practical, public-spirited type of man who believed in the individual being meted out his reward in accordance with his due and worth, who reasoned that the individual would get only what his energy and ability commanded, who contended that the individual as a unit of society owed a duty and respect to the public body.

On the other side, was an emotional fanatic, indulging, as this type of thinker invariably does, in a "Feast of Unreason," glorifying the rights of the individual, waiving all consideration of the particular ability or type of character of the individual or his just deserts, demanding only that society give him all he wish and exact no obligations in return, and that he need feel no sense of duty or respect to society.

A flood of thought out of crowded years of observation of men and their work rushed through my mind; and I reflected then, as I had reflected many times before, on the dangers lurking at the very heart of our social and political order. Here again was the pleader for world chaos, the zealot swayed only by visionary enthusiasms and selfish desires (for nothing is so narrow and selfish as these socialistic individualists), the man ignorant of practical actualities denouncing the wise, far-seeing builders of the Nation, the weak, destructive type attacking the strong, constructive and creative type, the unstable undermining the stable, the incompetent attacking the competent. And all with a desire to reduce the world to an anaemic microcosm.

They call always for reform, and as I listened I thought of the words of that fine French philosopher, Le Bon, who has not allowed his theories or emotions to run away with his reason, who sees life for what it is and records his impressions fearlessly. Often these words of Le Bon had flashed through my mind, but never so vividly as when I watched this dangerous doctrinaire swaying a crowd with his empty ideas—"Nature has recourse at times to radical measures, but never after our fashion, which explains how it is that *nothing is more fatal to a people than the mania for great reforms*, however excellent these reforms may appear theoretically."

And as I listened on to the discussion between the socialist speaker and the Man in the Crowd, I thought of the dangers that beset the real and vital democratic ideals of nations, and then of the ringing words of a far-seeing prophet, "If the world is to be made safe for democracy, democracy must take care to make itself safe for the world."

A thousand times true! Then I heard the Man in the Crowd hurl another challenge at the socialist orator with this passionate exclamation of truth:

Socialist Virtue

"You rampant socialists want to waive all public responsibility, and yet draw as much from the public

as the man who contributes something to society; you demand that the worthless ne'er-do-well, the weakling, lacking energy, intelligence, initiative, such as we see here in this square, or in many other grades of humanity, the mere flotsam in our world of affairs, who contributes nothing to the world he lives in, shall receive from society the same consideration and the same reward as is given to the man of force, character and intelligence, who creates and builds, not only for himself, but for others of lesser ability. It is rank idiocy."

True enough. It is fallacious—much of this hysterical ranting on social and industrial affairs based largely on emotional misconceptions of the facts existing in this country today. And yet we find intelligent people indulging in such emotionalism. I encounter them often—men and women of culture, intelligence and education who have allowed themselves to be swayed by their sympathies, emotions and credulity and have become participants in this "Feast of Unreason." They are faddists and dangerous factors in our social and industrial order today.

"Well, what do you think of it all?" asked my friend, as we walked away.

"I am thinking," I replied, "of what is to come if all this is allowed to go on, if these ideas and sentiments are spread among the people and by them accepted. No nation ever faced a greater danger than the United States faces in adjusting its social and industrial order. These Madison Square derelicts, the loafers everywhere, the discontented workers, the socialist malcontents—all are but symptoms, and these symptoms are being allowed to develop into a disease. The disease is becoming infectious. Who knows but that it may reach the epidemic and incurable stage? That is what must be guarded against."

"You are right," agreed my friend, "But what are we going to do about it?"

"Face the truth, educate the people on the facts of social and industrial conditions, continue to better

these conditions, and show up these emotional socialist outgivings for what they are. Fancy the dangers during the after-war reconstruction period if these wild visionaries are permitted to stir up the war-worn people with their pernicious and fallacious doctrines!"

"Why don't you write a book on the subject?" asked my friend.

"A book!" I repeated in wonderment, "You might as well suggest a book on Divine Compassion, or the Nebular Hypothesis, or the Evolution of Man, or How to Manage One's Wife. The subject is too tremendous for a book. It comprises a life work. A book might suggest or guide thought, but it is only in constant education of the public and in sensible opposition to radicalism that the truth shall become known and social and industrial stability achieved."

What is the Vital Need?

But I have now prepared a book on this very subject, just as my friend suggested, though I have been consistent enough to adhere to the belief I expressed to him that a book on so vital a subject can only suggest or guide thought and urge education. I have here written much of my own thought and have recorded impressions gathered through a good many years of close observation of social and business conditions; I have assembled here many highly expressive statements from interesting personalities in our social, commercial and political field, not a few of them leaders in the social and economic thought of the present in this country—statements taken from public addresses and published articles and interviews; and also here are a large number of letters written to me indicating the general interest in and the appreciation of the importance of such social and business betterment and education as I emphasize in this volume as *A Vital Need of the Times*.

Here the reader will find much on the bigness of business, much that stresses the social advance in business; the greatly increased social consciousness in

the business community of this country; the realization of the duty of the business man to so direct his enterprise as to make it render a public service, to treat his employes with kindness and consideration, with a view to their betterment and contentment, and in full appreciation of a duty to his employes.

This is the New Order in Business, which I see and welcome and never tire of commending.

Business—Good and Bad

But I am disinclined to have any reader of this book arrive at the conviction that my appreciation of business enterprise today is such that I indulge in consistent praise of our commercial activities and ignore such unworthy elements in business as may appear. If I were disposed to assume this attitude, any efforts of mine would be nugatory; I should be guilty of sophistries nearly as dangerous as those of the Madison Square zealot. Realizing well as I do that business in the United States has assumed a definite social character in recent years—a social advance that has not been equalled in any other branch of our life—I am yet fully aware that *all* business is not virtuous, and that there must be a keen eye of vigilance kept over all business activities to prohibit industrial oppression or wrongdoing, which I, in common with all workers for the common good, would be quick to condemn.

Let us have the fullest social justice in business, but in the name of patriotism and common sense let us combat fanatical theorists. *Remember Russia!*

There is much yet to be done in harmonizing business enterprise, in creating that solidarity and complete understanding and appreciation of the various elements of society which business should enjoy. Every resource at their command must be employed by business executives to comply with the social demands of the times that labor be well and generously treated and that the public be well served by business both with regard to service to the consumer and in fairness of competition between business units.

I wish I might cry from every housetop in the land many of the truths about business that have been forced into my consciousness and belief—facts of our industrial life which would change the temper of doubters of the stability of the American business system and challenge the emotional theorists whose purpose is to play upon the sentiment and the sense of right of the general public. And such publicity, whether it be proclaimed from housetops or, better, digested from the printed page would drive to cover the unscrupulous members of the business community, as indeed publicity has already done to a considerable degree. *The institutional character of business must be established in the public mind.*

This social thought in business is no mere bit of theory or sentiment or posing. It is important today as a vitally practical element in the business world; it reaches out and embraces, not only the entire body of workers of the individual enterprise, but the general public which that business is permitted to serve.

"Business today," one prominent manufacturer has written me, "is a Survival of the Fittest. It is no longer possible for a manufacturer to make his business an enduring success without having established that business upon a system of full justice and wide social sympathies."

Preparedness for Peace

Reconstruction or Destruction?

WHOEVER has been to Washington and sat reflectively through National legislative sessions must have been impressed with the naïveté of some members of Congress; and those who read diligently the singularly varied and ingenuous narratives in the Congressional Record probably have received a like impression.

Until very recently the problem of after-war social and economic reconstruction was an unthinkable subject at Washington. There is much romanticism, I realize, about doings and sayings at the National capital, but I am inclined to accept one report from there not long since, which is an example of legislative naïveté.

"Why should we consider reconstruction now?" one prominent member of Congress asked, according to the report, "Let's win this war first, and then talk reconstruction. What's the use of discussing the way you're going to cook a fish before you've got it on your hook?"

Fish lore never has had any particular interest for me, but there is a thought behind this statesman's naïve story that not only interests me but causes apprehension. For one fact we have to face in our National life: we must wisely prepare for and meet the processes of after-war social and economic readjustment and reconstruction, or else cope with the danger of destruction of industrial stability!

Of late, serious thought is being given to this all important subject. Senator Weeks has sounded in the Senate a call for aggressive reconstruction work *now;* and Senator Overman has offered an Administration measure of like purpose.

In a letter I have just received from Senator Weeks, the Massachusetts statesman says, "Next to winning the war I think reconstruction is the most important subject with which the country will have to deal."

It is scarcely possible to overestimate the importance and far-reaching significance of the period of transition and reconstruction that will dawn as the war draws to a close, and will develop into swift and rapidly-changing currents of popular sentiment and conviction after peace has been declared. All the pent-up emotions, all the stifled radicalism, all the individual fervors and passions will be let loose, and, once they gain a headway that has not been tempered with prudent guidance into normal channels, their courses will be as wild, perverse and untenable as the mythological winds of Aeolus.

The fabric of social and economic life will be subjected to a fearful strain, and the whole warp and woof of business texture may be torn seriously if this tremendous situation in our national life is not met with adequate wisdom and understanding expressed in statesmanlike and public-spirited action by our political and commercial leaders. Business will suffer if the emotions of the time are allowed to rush along uneven channels; business will see the greatest prosperity in the history of the country if the situation is wisely met. Labor will abide in prosperity and contentment or struggle in opposition and discontent, according to the handling of the situation.

"The people are coming to be conscious of the fact," one publicist has written, "that in properly regulated economic and industrial conditions, and not in party politics, lie the future interests of democracy. Unless the awakened public consciousness is guided wisely and along sound economic lines by the real leaders of the industrial life of the country, it is very likely to be diverted into strange vagaries by demagogues and self-seeking politicians."

Forward, Statesmen of Business!

Here is the great opportunity for the big spirits in American commerce and industry; now is the time for the United States, the first commercial power of the world, to show the character of the leaders and the thinkers of its business interests. Never did Trade

face an opportunity so magnificent, so boundless in its ramifications. American business now can prove itself greater than American politics. Let the stable, far-sighted reasoning of our business statesmen put itself above the "intellectual anarchy" of the motley social reformers and above the unenlightened circumlocutions of some of our politicians.

What are we doing to meet this reconstruction situation so fraught with weighty problems? This question is in the mind of every person looking ahead. Every other belligerent nation has established a Ministry of Reconstruction or some such body composed of committees of experts, charged with the duty of searching carefully the future and preparing the nations for peace.

"Serious days are ahead for business," Mr. Otto H. Kahn, the New York banker, emphasized in a recent public address, "Grave problems must be solved, both whilst the Nation is at war and in the period of reconstruction and readjustment which will set in with the coming of peace. To deal with these problems will test our wisdom and foresight. Upon their right solution much depends."

And elsewhere in this volume are these words from that fine statesman of business, Mr. Harry A. Wheeler, President of the Chamber of Commerce of the United States—"Great as are the issues of the war, their value to the world will be depreciated, or lost altogether, if in the re-adjustment strong leadership in all classes of society fails to recognize the danger of class conflict. War is not only likely to breed emotion legislation, but public sentiment is apt to drift from the safe anchorages of tried constitutional provisions, and 'emotional economics' and fanciful and unproven theories are likely to be experimented with to the great interruption of a speedy return to normal National living."

Danger Ahead—Look Out!

Weighty thoughts, these—of immeasurable importance to the American people. Let us hope and

pray that our stable leaders of thought and action will pool their strength and resources to dam the growing current of social and industrial Bolshevism in this country, and project the sunlight of clear reasoning through the nimbus of emotional theorizing and fanciful social visions.

This period of reconstruction we may look forward to as a Period of the Unknown; we may expect it to be charged with a thousand currents of feeling, electrified with as many hopes and aspirations. Shall we allow this thought to be crystallized into action influenced by the "mental peccadilloes" of fanatics and dreamers, with little knowledge of practicalities, or by strong, statesmanlike, far-seeing, clear-thinking men of action and dynamic power? "If the world is to be made safe for democracy, democracy must take care to make itself safe for the world."

It is not known what definite steps our Government will take to meet the emergencies of this period of reconstruction. We hope and believe such governmental steps will be strong, statesmanlike and fully adequate. But however much the Government may do, every American business man is charged with the duty of doing his part in "seeing it through" as wisely, patiently and philosophically as Mr. Wells' grieved and resigned Mr. Britling saw his great problem through.

This is no time for flights into any super-normal realm of thought or action. It is a time for direct, practical action, lit with the spirit of idealism and the highest patriotism, but on a plane where all may look on and understand. There must be avoided the danger of the masses of Americans losing the slightest faith in the outcome of this trying era of change; such remedial action as will be taken must evoke the cordial response of the people. There must be full and complete confidence and agreement, not what Mrs. Atherton has so aptly termed a "spiritual harelip."

Will American business men have the wisdom, the imagination, the spirit to meet this vital situation? I believe so.

Industrial Peace or Strife?

Behold, the Millennium!

EVER so often some one, acting under the aegis of a pervading knowledge of the universe, rises to remark that immediately peace has been declared in Europe everything in the world will right itself. Those of us who have the temerity these days to attend dinners, banquets, or club gatherings must accustom ourselves to such romancing, presented, as it is, in many and various guises. This sublimated optimism strikes me as carrying almost the same element of danger as the not entirely dissimilar theories of the cravers after intense forms and fallacies of ultra-democracy. To accept the belief that after the war there will be no dangers to meet and no hazardous conditions to be coped with, is to ignore daily manifestations of the trials that must be faced as soon as the first reaction from the close of the war makes itself felt.

It is easily conceivable that by all odds the most important, and most difficult problem to be met and worked out—and the one that will assert itself first in no delicate or shrinking manner—is to be the vital question of labor, of the rewards of workers for their services in the new era that will immediately follow the close of the war, and of the relation of labor to the industrial life of the country. I need scarcely emphasize the significance of this labor question, for every reader of these lines appreciates adequately the fact that the future of the American industry rests, in a very large measure, upon the settlement of the question of labor and the related subjects involved in the whole industrial problem.

In the consideration of labor, large-scale labor in particular, there are many convictions, but two main ones stand out as the important conceptions to be weighed in arriving at any conclusion. The one belief, which has been enunciated from high places, is that with the development of great corporations business

has lost its human and social force and character; that workers have been deprived of their identities as individuals, and their labor has come to be regarded as a commodity lacking the human element; that with the passing of the contact between the worker and the directing executive of the organization has gone the inspiration in the worker's job; that a worker under the corporation or large employing system is one of thousands who are handled in a routine manner as though they were so many machines.

The other view is that the corporation has achieved a very large benefit to the public in many directions and has made the worker's way very much easier; that many industrial reforms have taken place under the large employing system, the worker receiving larger wages, working fewer hours and surrounded by immeasurably improved working conditions; that the worker as never before has become in effect a partner in the enterprise; that welfare work for employes, pensions, insurance bonuses, profit-sharing arrangements of many kinds have been effected for the worker's benefit, and that these advantages have been achieved in the face of dogged and often sullen opposition from the labor unions, which, though in many respects right in principle, almost invariably tend to weaken the worker's individual inspiration and loyalty.

This second view is to be attributed to the many broadly-gauged and public spirited business enterprises, which both from the standpoint of practical efficiency and necessity and from that of humanitarian sentiment, have worked such great good for American labor. In this category, I do not place (and I scarcely consider them worthy of mention in a general statement) the isolated examples of industrial oppression, which often are held up, magnified and offered to the public as horrible examples of industrial wrongdoing. Such cases, taken along with all evidences in the business community, are but remote examples, and are greatly overshadowed by instances of the higher manifestations of business principles.

Extensive observation and investigation of labor and industrial conditions at first hand have induced me to place my sentiment with the thought contained in the second view enunciated above. And in this connection I feel safe, for, aside from my own research which has established my viewpoint, I know that many of our leaders of economic thought agree with me, some of them of avowedly socialistic tendences, but broad enough to acknowledge the greatly improved social standards in American business. I disagree with the first view explained, for the reason that I consider it fallacious and entirely mistaken and theoretical. On every occasion where I have come in contact with this point of view I have found it to be based on misconceptions of industrial affairs, on emotional enthusiasms and sympathies, or on selfish purposes.

Sensible Socialism

While there is much to be feared in the sweep of radicalism, there is also some encouragement in the other direction; for an interesting and significant sign of the times has been the attitude toward the war of such widely-known socialists as Charles Edward Russell, John Spargo and J. G. Phelps-Stokes. These and a number of other socialist leaders of fine intellectual qualifications have left the Socialist party and stood firmly behind the Government in the conduct of the war. The attitude of Samuel Gompers, President of the American Federation of Labor, too, along with many of his lieutenants, has been so gratifying as to hold out hope for a satisfactory settlement of industrial questions after the war.

Of very great significance to me have been the views of Charles P. Steinmetz, one of the world's leading electrical engineers, and through most of his mature life a socialist. Mr. Steinmetz has published a book of searching intelligence and splendid vitality, bearing the title "America and the New Epoch." Here this keen and vivid intellect reveals the fruits of years of observation of our large industrial activities, and sums up his verdict in this manner:

I have seen the working of small individualistic production —where every cent increase of wages appears so much out of the pockets of the owner—and of corporate production, and have realized, from my acquaintance with the inside workings of numerous large corporations, that the industrial corporation is not the greedy monster of popular misconception, bent only on exploitation, and have most decidedly come to the conclusion that, even as crude and undeveloped as the industrial corporation of today still is in its social activities, if I were an unknown and unimportant employe, *I would far rather take my chances with the impersonal, huge industrial corporation than with the most well-meaning individual employer.*

From a man of Mr. Steinmetz's intellect and abilities, one who has shown life-long devotion to social justice and betterment, these words sound like a thunderclap of truth over all the fanciful mutterings in a heated time of unrest. And I was particularly interested to receive a letter from Mr. Phelps-Stokes, in which he referred with interest to Mr. Steinmetz's book and urged me to read it, if I had not already done so (which I had several times).

Gompers's Rainbow of Promise

But standing out emphatically like a rainbow of promise are these words from a letter written me by the President of the American Federation of Labor:

It seems to me that any one who does not recognize the tremendous forces that are socializing the business world cannot be very closely in touch with industrial affairs. War conditions have everywhere brought about a situation in which the needs and best interests of the individual have been subordinated to the needs, the interests and safety of the nations. At no time have changes been more rapid or more radical. It is true, of course, that some industries have been forced to conform to national need and regulation more rapidly and more completely than others. In these, we find the socializing forces stronger. In others, the old individualistic policies, in which private gains are paramount, still conspicuously prevail, but it is improbable that such policies can withstand the compelling force of war needs, which are inherently social in character and influence. The war against Prussian imperialism has transmuted our world of thought and precedent into a very fluid state. What we thought and did yesterday is changed over night to meet new conditions and needs. Rapid changes no longer occasion surprise. The

present tendency, as I see it, is in the direction of broader ideals and an organization of society in which human interests, rights and welfare shall be dominant.

I say Mr. Gompers's statement stands out like a rainbow of promise, because of its dispassionate and fundamentally true utterance, because it shows that the head of the organized workers of this country has a real social vision that contemplates all branches of society and their ultimate benefits. I cannot agree with the ways and means, in their entirety, as further outlined by Mr. Gompers for achieving this end, but I agree unqualifiedly "that the labor power of a human being is not a commodity or article of commerce . . . . the human being is of paramount importance."

There can be no doubt of the value of the principle of labor organization, but this principle has been so often perverted and commercialized as to lessen the faith of many of those who believe absolutely in this principle and who desire that workers shall receive the fullest justice. We are wont to wonder whether, in the future, labor unions shall exert inspiration and enthusiasm among workers, not merely urge them on to demand as much as they can get, for as little as they can give, in as short a time as they can force the employers to allow; whether labor unions shall teach their members to feel a zest in their work, loyalty to their employers, a genuine spirit of service and public duty; whether the sullen discontent and lack of interest, loyalty and public spirit common among union workers up to the present shall give way to a more normal attitude toward their work, toward society and toward themselves as social entities. I do not express these ideas theoretically; I have seen enough of factory management and have mingled enough with union workers to be able to speak now from a more comprehensive viewpoint than that of mere theory.

The vital need in dealing with labor is to advance in every practical manner the social factors, the human elements, in business, on the one hand; and to dam the flood of radicalism, consisting of extreme, imprac-

tical and emotional social demands, on the other. The one is essential to the achievement of industrial harmony and efficiency; the other will obviate continued unrest and dissatisfaction and ultimate chaos. Business must be humanized; the metaphysical aspect of business, not long since enunciated by the Christian Science Monitor, might really be the solution of the labor problem, if that ideal could be attained. But above all it should be realized that labor difficulties are as often psychologic as economic.

What Business Must Do

Mr. Steinmetz writes of the social activities of business being still crude and undeveloped. He is right; but in a young country, such as this, with its business system made up of many nationalities and temperaments—as a matter of fact, still a rather formless and inadequately developed system—considering our youth and immature wisdom, it is highly gratifying that so fine and promising a start has been made in social betterment in the business world. I do not know of any more cogent presentation of this social and labor aspect of business as it applies to the Nation's commerce than that offered by Mr. Otto H. Kahn, who says:

> . . . While eager and zealous to spend ourselves in our country's cause, we should maintain business-like sobriety of judgment, should refuse to be stampeded or to give way to hysteria, and should oppose demagogic measures masquerading under the name of war necessities. Wherever and whenever a great upheaval takes place in the world it brings to the surface economic error, social fallacies, quack remedies and nostrums, the true character of which is usually not discovered until they have brought suffering and privations upon the people and the old lessons have been learned again in the school of bitter experience.
>
> Do not understand me as preaching standpatism. I am far from believing that everything is right as it is. I believe in change and in progress. I believe that it should be and must be our sincere and sustained effort to bring into the lives of the masses of the people more of ease and comfort, more of the rewards and joys of life than they now possess. I believe this is not only our duty but our interest, because if we wish to preserve the fundamental lines of our present social system

we must strive to make it more satisfactory and more inviting to the vast majority of those who toil—and I do not mean those only who toil with their hand—than it now is. We must not deal grudgingly with labor; we must not look upon labor unrest and aspirations as temporary "troubles," but we must give to labor willing and liberal recognition as a partner with capital. . . .

These suggestions are practical and in line with the human motives and sympathies of every normal person. The dangers that lead to radicalism and unreasoning demands lie chiefly in the fact that the workers think in a mass and are influenced and guided in their activities by leaders who often are selfish, arrogant and opposed to any real social fundamentals in the business world. This has been indicated time and again during the stress of war, though many branches of labor have shown marked patriotic zeal.

Mr. William H. Barr, President of the National Founders' Association, has pointed out that *labor recognizes no economic law*. Discussing the peril of the drift to radicalism, Mr. Barr said: "Today socialism looms before us as an actuality toward which we are rapidly being swept. . . . The vital problem for us is: Are we going to allow the tide to carry us, or are we going to stem the tide?" Which calls to mind the vast discussion of late of the social revolution that war has wrought in England. A London journalist recently sent an admirable article to this country on the subject of the dominance of the British labor party, and, describing some of the gatherings, wrote this pertinent paragraph:

> Coming away from one of a series of these lectures, which explained Plato's Republic, More's Utopia and the Kingdom of Heaven—a choice of good things for the working man to select from as types of the future state—I asked the secretary of the Federation of Trade Unions what he thought of it. He replied: "There's not enough meat in these things; give me something that I can bite on."

This trade union official, apparently, is of the practical type of our own Gompers. It should be stated here that the Union officials are not so emotional or radical as the self-appointed reformers and crusaders who fill the woods these days.

No one problem before this country so vitally affects the future prosperity, contentment and solidarity of the Nation as the problem of labor; and no branch of social or political life is so adapted to grasp this tremendously important issue and demonstrate its real force, uprightness and public spirit as business. There are many manners of expression for business in approaching this mooted question, many distinct jobs to be done. Business must first meet the social needs and demands of the time, such obligations as Mr. Kahn pointed out; commercial leaders must bend further efforts to socialize and humanize business; business must appreciate its duty, not only to workers, but—what is equally important—its duty to the consumers, the public. There must be complete affinity of interest among the manufacturer, the worker, the distributor and the consumer. And after business has done everything possible to set its house in complete order, then it must interpret to the public the meaning and spirit of business—in other words, educate the public on what it has done, is doing and expects to do.

That an entirely harmonious solution of our industrial problems can be attained is certain, provided all elements in the business world think and act wisely, express a social consciousness and sense of public responsibility, and lend their finest spirit and judgment to the vitalizing force of commerce. Then will our business men have achieved that fine statesmanship of business, which has been so well described by Mr. Edward N. Hurley, Chairman of the United States Shipping Board.

Rationalism Versus Emotionalism

"The Well of Truth"

NOT long since, I reread John Erskine's thought-compelling essay on "The Moral Obligation to Be Intelligent," and I could not help thinking that this delectably put challenge to the intelligence applied to public questions in these times holds a good deal of logic that might well merit wide assimilation. "Here is a casual assumption," writes this author, "that a choice must be made between goodness and intelligence; that stupidity is the first cousin to moral conduct, and cleverness the first step into mischief; that reason and God are not on good terms with each other; *that the mind and the heart are rival buckets in the well of truth.*"

How many times, through years of varied reportorial activities in viewing the many attitudes assumed by various types of people toward public, social and economic questions, I have wondered at what appeared to me as a nearly complete divorce between the operations of the mind and heart; and here Erskine has driven the truth home with his pertinently, if delicately, phrased implication that reason and intelligence are belittled in these days, and the emotions, represented by sundry manifestations of virtue, set up as a standard over and above rational thinking.

Which accounts for the innumerable avenues of success for professional sanctimony, commercialized holiness and mahogany-desk philanthropy, and for the ever-growing cult of professional seekers after social justice. *They pay!*

Far be it from me ever to discount the value of social betterment or of any stable movement looking to a greater social justice for the entire human family. No one is more deeply concerned with such questions than am I, no one more eager to see all social and economic problems met and wisely administered; but, at the same time, no one realizes better than I the dangers that lie in insincere, emotional and unstable handling

of such problems, on the one hand, and the selfish commercialization of them, on the other. These problems are vital to the people, and, if unwisely allowed to drift into purely emotional or selfish channels, the social reaction at a not distant time will make itself known in no uncertain terms.

This brings me to a thought that I cannot help considering fundamental. I believe that our greatest danger lies, not in too little democracy, but in too much of it. An ardent disciple of the democratic idea, as applied to society and government, I cannot help believing that in a restrained, rational and *disciplined* democracy lies the hope of mankind. I regard with apprehension the emotional and purely theoretical and visionary conceptions of democracy, with their flamboyant promises and enervating individualism and spiritual canker. There are five great heresies in our life to-day—Socialism, destroying the fine spirit and stability of labor and industry; Feminism, endangering the very foundation props of the social structure; Atheism, eating away the spiritual life; Individualism, charging the units of society with emotionalism and an obsession of self-expression, and Materialism, the composite expression of all of these.

Extreme democracy, in reality, stripped of the glamor of pedantic theorists and excitable reformers, holds more elements of danger than autocracy, and is infinitely less efficient. There is no place in the world today for autocracy; nor should there be any for a flamboyant, undisciplined democracy, where every individual is a law unto himself and feels no sense of respect for or obligation to society. Is there not a happy medium between these two extremes in government? The war has proved that there is.

Human beings are incapable of complete self-direction; this has been illustrated times without number. To the thinking and observing man the statement is axiomatic. People are better for the sustaining power of some force to which they may look for support and guidance. We are still instinctively possessed of the

mass spirit, but struggling against this in an obsession of individualism and causing society unspeakable distress. The safe anchorages of social, economic, political and religious traditions are being supplanted more and more by a reckless heedlessness of all the wholesome and stable influences that protected society in other times, and we have the increasing emotional weaknesses in the social structure today.

Back to Primitive Communism

"Today the claims of the masses," writes Le Bon, "are becoming more and more sharply defined and amount to nothing less than a determination to utterly destroy society as it now exists, with a view to making it hark back to that primitive communism which was the normal condition of all human groups before the dawn of civilization."

In other words, the worker for the extreme forms of democracy, based upon fanciful theories which are familiar enough these days, is, in reality, creating a chaotic condition that ultimately will have a detrimental, rather than a beneficial, effect upon the masses. No more striking or dramatic example of this is needed than the case of the Bolsheviki of Russia. Never have such dreams of democracy and social justice been expressed as these Russian usurpers voiced; but they have produced only chaos and misery, and in doing this have been more selfish, cruel, oppressive and intolerant than their autocratic predecessors.

The mirage of romantic and fanciful democracy promising the full measure of Utopian blessings will lead great masses upon the burning sands of a desert of despair and disillusionment. It remains for the knowing and far-seeing guides to convince the hopeful travellers that the distant vistas of beauty are only glowing figments of a highly heated atmosphere, and to persuade them to follow on to the solid ground where the cultivated verdure holds out an allure that is real and tangible.

It is not long since the New York newspapers published accounts of a gathering of intense advocates of complete freedom and democracy, which developed into an orgy, wherein the fervid participants danced with wine bottles in their hands and indulged in all manner of wild and fantastic actions in celebration of a still freer democracy to come. Burns, I believe it was, who wrote, "Liberty is a glorious feast," but more often, as history and human nature have shown, extremes of liberty, develop into an inglorious riot.

All this, to be sure, is a personal opinion, and one likely to be challenged by many who, for reasons of conviction or of intellectual or emotional diversion, cherish the fetish of an untrammeled democracy. But that it is an opinion based upon facts, and opposed to mere theories, and one founded upon a hope for the preservation of the stability of society and the advancement of our social order, must be conceded. Established upon such a premise, the views set forth are entitled to careful consideration.

Here, as in every other phase of the social order that I have emphasized, is a tremendous opportunity for business men and business institutions. Commerce is the essentially practical element of a nation's life. The forces of politics too frequently are narrow and selfish, enunciating views that are calculated to make a popular appeal and with slight and superficial regard for the actual public welfare; the forces of the social crusader are, to repeat once more, often emotional, ill-balanced and impractical. Business is a force that can steady the whole life of the Nation and render secure the existence of the people. Business, especially in the United States, is the great, mighty, welding, energizing, life-giving power of society. To business we can look for the strengthening and stabilizing influence that we hope shall overcome the dangerous forces of radicalism. Society will be held erect and together by this spinal-column of the social anatomy.

The outstanding question is, Shall Rationalism or Emotionalism be the actuating force of our social and

economic order? I urge that Rationalism shall rise and hurl the full weight of its logic upon Emotionalism, that painted visions shall be buried under the deluge of facts and reason! Shall not American business men open the "well of truth" in order that the mind and the heart of the nation, as regards economic problems (which form the largest part of the whole social question), shall be, not "rival buckets," but two buckets harmoniously designed to support each other?

"A New Grasp on Realities"

The Beginnings of Business

YOU who know your bible will recall that Abraham weighed down "four hundred shekels of silver, current with the merchant" as the price exacted for the field of Ephron, and that Joseph was sold by his brethren for twenty pieces of silver to a "company of Ishmaelites coming from Gilead, with their camels bearing spicery and balm and myrrh to Egypt." These scriptural narratives of business indicate that the commercial intercourse of the world extends back to the earliest recorded period. Indeed commerce between the ancient Hebrews and other peoples before the Christian era had attained not only considerable extent, but an advanced state of efficiency. It is recorded that the first merchants, carrying goods from one distant country to another, were the southern Arabs, descendants of Ishmael and Esau. The earliest navigators in commerce were the Phoenicians.

Through the ages business has come down to us with many changes, but its essential relation to the common life has never changed, though that relation has been considered in widely divergent schools of thought, now idealized, again damned. "Business," said President Wilson in a public address, "underlies everything in our National life, including our spiritual life. Witness the fact that in the Lord's Prayer the first petition is for daily bread. No one can worship God or love his neighbor on an empty stomach." Which was a very apt way of emphasizing the vital interdependence of society and business.

Yet we find today a vast misconception of business, a frequent misapprehension of the functions of business. The importance of the activities of commerce to society at large, well understood in previous and less self-conscious ages, is lost sight of in the press of present-day individual endeavor and ambition. As the glory of the State has come to mean less and less in the minds of the public, so have all the contributing

elements that form the bulwark of nations and peoples come to represent less in the public minds. Antagonism and prejudices, in the majority of cases ill-founded and undeserved, have been created into bogies that warp the public imagination on subjects pertaining to business. Such lamentable tendencies in the public thought may be attributed mainly to the influence of demagogues in our social and political life.

Gone are the days when misunderstandings of and prejudices toward business could with immunity be considered in a lackadaisical manner. Here we are face to face with times and events that demand thought and action; we must look squarely in the face the demands of the new era that is upon us; and never so much as now, and in the days to come, will the rule of the Survival of the Fittest exert such an inexorable sway. More than in any other country in the world, we have had in the United States a marked disinclination to appreciate and rightly estimate business enterprise; but, worse than that, we have witnessed here a growing tendency to suspect and berate business. Such a public mood toward business carried into the period immediately following the close of the war may hold immeasurable elements of danger. We have reached in this country a new adolescence.

"A new grasp on realities." Here we have the essence of our national need expressed tersely by Judge Hughes in his notable address before the New York Bar Association. And if the American people attain this new grasp on realities, we shall be crowned with that new wreath "of self-revelation and of self-discovery," of which President Wilson has spoken. Judge Hughes referred to the need of grasping the realities of the times in social, business and political life. Further on I shall emphasize this eminent jurist's appeal for a new grasp on realities by our Government in its attitude toward business.

The peril of the drift toward radicalism will assert itself, immediately peace negotiations have been opened among the belligerent nations. Once peace has been

declared, the nations will face the feverish demands of socialists and the extremists in labor unions and throughout our social and economic life. Will stable industrial organization and co-operative effort, which has been so vital a part in our country's development and means so much to its future—Big Business, in other words—survive, or fall under socialistic demand?

Shall Big Business Survive?

The socialists maintain that our large co-operative business organizations are contrary to the public good, and therefore cannot survive. So well-balanced a socialist as Mr. Phelps-Stokes has written me this very suggestive statement, "Personally, I do not expect that the control of industry will be left for long in the hands of the great corporations, but I realize that some of these corporations have accomplished wonders in recent years toward the creation of enormously efficient industrial machinery."

Now, this declaration immediately gives impetus to thought, and the first mental inquiry is, If the great corporations have accomplished such industrial wonders, *what business force will succeed the corporation*, should the control of industry, as Mr. Phelps-Stokes predicts, be taken out of the hands of the great agencies of industrial co-operation?

Shall we return to the old, antiquated system of individual operation, production and distribution, with its proved inefficiency in manufacturing and distributing, in general service to the public and in its protection to and advancement of the interests of labor? Shall we relinquish the magnificently developed industrial organizations, with all their scientific development through research and co-operation impossible to business units operating on a small scale? Le Bon tells us that socially we are being forced back to primitive communism; shall we be forced back industrially also to the primitive stage and be required to conduct business in a manner that is out of keeping with the whole intellectual and scientific character of the times?

A war-time Government has found the enormous efficiency of co-operation and combination and has elaborately resorted to methods that the Government condemned in business in times of peace; and even before the war the Government decreed that combines of business for foreign trade were permissible, whereas such combines were forbidden in domestic commerce.

The responsibilities of business have greatly increased during recent years. The more alert the social consciousness, the more responsive must business be to meet the demands of an awakened public. Even before the European war spread its cloud of terror over the world, there had been developing for some years a marked self-consciousness on the part of people toward all social questions. Such an attitude of mind must be respected and adequately met by both the Government and business, provided, to be sure, that extremes of demand are not accepted along with practical appeals for general betterment that will make for wholesome improvement. There is acknowledged danger in the sway of mere social and economic ideals and theories as such.

But that business has many new responsibilities growing out of the war and influenced by the awakened social consciousness every careful observer knows. Shall our business philosophy, by eliminating the curious admixture of the good and the bad, by sifting out the evils from the virtues, and by separating the rational from the emotional, develop itself into a power that shall serve as a foundation for our whole business structure? The fundamental business thought of the country, carefully impressed on the public mind, can and should thus make of itself a vital force in the upbuilding of our National commercial life.

Just as there is a new social consciousness among the masses, so is there a new spirit and a new consciousness among intelligent business men today. These exponents of hearty Americanism realize the new responsibilities of business; they have already grasped the realities of the time. The bitterness of competi-

tion has, to an appreciable extent, given way to a broad and public-spirited co-operation. Business men, instead of struggling for competitive privileges, have realized that it is better to pull together, to play the game of Nip and Tuck.

Business research and investigation have made trade a science. What is most needed now is business education. Shall we have this very necessary education of the masses on the public values of business enterprise?

Affinity of Government and Business

What Foreign Economists Think

"WHY is there such conflict between your Government and your business interests?"

This question, in substance, has been asked me innumerable times during recent years by foreign business men and economists who have visited this country. Such students of world economic affairs have studied American commercial development carefully, and have for it a large admiration, but they are unable to comprehend the attitude of our Government toward business, for in their own countries, they declared, the Governments were more concerned with stimulating industrial enterprise than with prosecutions on technicalities.

I have answered inquiries of this kind by stating that in the past predatory interests in American business deserved the treatment they received at the hands of the Government; that there was a period in American commercial development when the public interest was jeopardized by the actions of men with ambitions to assume imperialistic control over American commerce and finance; but that, unfortunately, the changing currents of business had not been accompanied by changes in the Government's attitude toward business, and that there continued to exist hard and fast rules and restrictions that were conceived and laid down in other times, under other conditions, and now are obsolete.

Which brings me again to the ringing statements made by Judge Hughes before the New York Bar Association, wherein he speculated on the probable post bellum attitude of the Government toward business, saying:

> Many illusions will vanish; much vain theorizing will lose its power. We are not going to be made over in this war, but we shall have a *new grasp on realities*. Is it too much to expect that we shall have a saner attitude toward business, toward the necessary activities which afford the basis of

progress, toward organization of industry, of transportation, of labor? Now that we have a real fight on our hands, demanding the organization and direction of all our resources of men and things, can we not learn to distinguish the real evils from the bogies of the imagination? I hope that the days devoted to the application of the uncertainties of such statutes as the Sherman act are numbered. May we not hope for a better appreciation and a more precise definition of wrongs? What an absurdity it is to find that the very cooperation which the nation finds necessary for its own economic salvation under the strain of war is denounced as a crime in time of peace! Let our Legislatures free our statute books of cant. Let us give honest business, fair and reasonable cooperation, fair and reasonable organization whether of business or of labor, a broad field and permit the enjoyment of the essential conditions of efficiency in the coming days of peace in the interest of the common prosperity.

On another page in this volume will be found a letter written to me by an official of the Department of Commerce, suggesting that I apply myself to the task of removing the suspicion of business toward the Government. My own feeling is that whatever suspicion there may exist toward the Government in the business field is the natural result of the attitude of the Government toward business, and the uncertainty that business has been made to feel because of the unknown conceptions of the functions of business entertained on the part of the Government. Along with Mr. Wheeler, the President of the Chamber of Commerce of the United States, and other business leaders, I feel that the war has demonstrated the ability of the Government and business to achieve harmonious co-operation, and that from this time on suspicions and antagonisms should be forgotten and every effort bent to effecting complete harmony.

Dangers of Suspicion

President Wilson was correct when he said to the New York Economic Club several years ago, "What we need is a great revival in America, a revival of the religion of common sense. The great trouble is the suspicion of business by a great majority of the people, and business cannot live in an atmosphere of

suspicion." Such suspicion is as detrimental to commercial success as the President indicated, but how can it be removed from the public mind so long as the Government presses suits against important business organizations under the technical letter of a law that is not adapted to meet present-day business conditions?

In another place I quote from an editorial in the New York *Times* on the "Mistreatment of Big Business," in which, referring to the conflict of Government action against seven great corporations with the public interest, the *Times* said: "Such a condition of affairs indicates nothing less than a reign of terror which should be ended."

Speaking at Sioux City in 1912, President Wilson said: "There is a difference between a big business and a trust. A trust is a big business that has an arrangement to get rid of competition, and a big business survives competition by conquering in the field of intelligence and economy. I am for big business and I am against the trusts."

None will disagree with the President here, except, perhaps, a few remote individuals who continue to hope that illegal trusts may yet coax the Government into submission to their nefarious schemes. And it is to be hoped that Attorney General Gregory, the Department of Justice and the Federal Trade Commission will accept this distinction by the President between honest big business and illegal trusts.

Ex-President Taft showed a very fine and broad understanding of and sympathy with large industrial organization. He it was who startled political demagogues by declaring that business had a right to be heard in the councils of the Government; that since labor, agriculture and many lesser branches of national activity were represented in the enactment of laws affecting them, business, too, should be represented where legislation affecting business was under consideration. Mr. Taft had discovered during the first three years of his Presidency that much business legislation had been placed on the statute books without the advice of

competent business men; he also had learned that from sixty to seventy per cent of the legislation enacted up to that time had been corrective legislation, remedying faulty laws governing business that had been passed before.

Mr. Taft called business men into council, and thereafter invited hundreds of business men to Washington to participate in a National Commercial Conference. Out of this congress grew the present Chamber of Commerce of the United States, which represents through hundreds of constituent local commercial bodies, the business sentiment of the Nation. Mr. Taft rendered a distinct service to the Nation in emphasizing that the business interests of the United States were entitled to as much consideration by the Government as labor, agriculture, etc.

I hope and believe that a real and complete affinity is to be effected between the business interests and the Government of this country. The sooner the better. Understanding and mutual helpfulness are vital. Out of this war, and the co-operation between business and the Government which it has brought about, should rise a future plane of harmony. Business should help the Government, and the Government should help business. Such co-operation has been achieved in Great Britain, France and Germany, which is indicated in the following passage from a recent address by Mr. Francis H. Sisson, Vice-President of the Guaranty Trust Company of New York:

"The governments of those nations have clasped hands with business. One is to support the other in every way consistent with the public weal. Not only is business to be set free, but it is to have the assistance of the Government in taking advantage of that freedom. By every means they can command these nations are spreading among their people an understanding of the situation they face and implanting the idea that to prevail over it every element of productive effort must be brought into harmony with every other."

Through the processes of education business is going to make its position and its purposes and achievements so clear that the Government no longer will have a grievance against business.

Industrial Education

Social Germs and Such!

THE soulful young woman whom Stephen Leacock submits in his whimsy on "The New Education"—the one who has dedicated her life to Social Endeavor, and the equally soulful young man who was specializing in a study of Introspection in the human species, stand out in mind as an approach is made to the subject of public education for the common weal.

Leacock, you know, is the Toronto professor of political economy and other equally unromantic subjects, who during his off-hours delivers himself of the fruits of a hilarious sense of the ridiculous. The result is a number of delightful volumes travestying the foibles common among us mortals.

I do not bring in the soulful students only because they are diverting; they are something more than that: they are types of the time. For here Professor Leacock has put aside mere burlesque and given us some real satire. These characters satirize the vogue of social reform, the pose of higher learning as applied to human betterment.

"I've elected Social Endeavor," says the soulful young woman, "It's the study of conditions . . . All conditions . . . I have a prospectus . . . We take up Society . . . Analyze it . . . It's all laboratory work . . . We are supposed to break Society up into its elements . . . We study it as a social germ . . . The aim is to break nature into its elements . . . So as to view it as the external structure of Society," etc.

You who read these lines and I are concerned with such student adventures only insofar as they reveal the self-conscious and strutting tendencies that constitute an element of danger in the handling of social and economic questions today. But we are very directly and emphatically concerned with the kind of education to which I have alluded a number of times as *a vital need of the times*—industrial and economic education that shall cause the body politic to become familiar with the real workings, the real functions and the real

benefits of business enterprise, creating the while a foundation for industrial harmony and social content.

The statement made by Mr. Vanderlip some months ago to the effect that we are a Nation of economic illiterates has been repeated so frequently that it is now almost a bromide, yet in giving utterance to that opinion the President of the National City Bank of New York rendered a distinct service. For the criticism stung American business men, and the result was that a decided impetus was given to the study of economic conditions and purposes on the part of business men, with a realization that there should be a broader general education along the lines of industrial economics.

Industrial education, combined with practical studies of social betterment in its relation to business, stands out as the most important of our many national educational necessities today. Practical studies of business—its methods, purposes and achievements, and searching analyses of labor economics and social betterment of the masses, will go far toward offsetting the harm done by demagogues, socialists and emotional reformers. Nothing that business could undertake today is more vital to the future stability of business enterprise in this country.

Such education should begin with the business men themselves; they should know more of economic conditions than they do and should familiarize themselves far more with labor and other elements of society; the education should extend to every employe, whether a factory worker, a salesman, a bookkeeper, or a department head, and should reach out to the dealer and consumer. Much already has been accomplished to this end through the publication of many admirable house organs and booklets by far-seeing industrial organizations. But what has been accomplished is far below what might easily be achieved if every business executive turned his attention to the forms of industrial education that would both advance the interests of his own concern and the interests of the Nation.

Teaching the Growing Generations

But there is another and very important form of industrial education which has made great strides and

should have the most enthusiastic support of business executives and commercial organizations, for its value is incalculable. I refer to the instruction in schools and colleges on business subjects. Here is the way to teach the growing generations the facts of business, to establish in the minds of the rank and file of Americans the truths of commerce. Our difficulty heretofore has been that our young American men have left school and gone into the business world with little or no knowledge of the activities of commercial activities; they had not the commercial instinct aroused by study, and had to wait until this latent instinct could be developed by experience. By the same token, the general public was left in ignorance of the actualities of business.

All such business education creates new standards of business, new conceptions of business, and while heightening business efficiency establishes new and finer standards of business. Such education proceeds through the printed word spread broadcast through the land—advertising that interprets business to the public; and through instruction by all kinds of educational institutions and by commercial organizations, advertising clubs, etc.

It was some years ago that I first became interested in industrial education through schools and colleges (I had watched the force of advertising as an educational factor for some time), and since the importance of business instruction in all educational institutions has been impressed upon me on many occasions.

A small Southern college notified me that they had been using my articles in their classes for several months; that they supplemented their text-book studies with my accounts of business activities. Soon a Western State university made a similar report to me, and next a New England college. Then came a number of high schools. Now I have a mailing-list of over three hundred educational institutions that I know have used my articles in their class-rooms.

I have given hearty co-operation to these educators, for I believe that nothing makes so emphatically for the permanency of business stability in a country as education of this character.

"The Processes of Impression"

Response is the Thing

"IT'S not what you, the actor, nor what you, the author, feel, that's going to make the success of this show; it's what the man or woman who sits out there in the theater feels that'll determine the drawing power of this play as an entertainment; your feeling, your sincerity, your artistic sense help a lot, but the important consideration is, How will it all react on the fifteenth row, center? We've got to make Mrs. Smith and Mr. Jones feel every line and situation; we've got to hit their imagination, arouse their interest and sympathy. Response, response, and again *response* is the important element of success. Now, how are we going to get the audience's response?"

I leaned forward in my seat and listened attentively to the stage director. There in a short, cryptic paragraph, flung at the assembled players, after the manner of his kind, was a complete sermon on the psychology of appeal. It was in a darkened theater during a rehearsal. I had sat several hours watching the development of the play from a lifeless thing in manuscript into situations breathing the dramatic tension and human appeal that later made thousands of theatergoers hold themselves in hushed interest; I saw bits of dialogue changed, situations entirely altered, stage "business" conceived, rehearsed and then done over again—all, while the author frowned on the revision of a bit of dialogue he thought particularly well-written; or the actor bemoaned the change of a scene wherein he believed his personality shone.

The stage director, with a soft hat slouched on one side of his head, a much-chewed cigar in the corner of his mouth, sat astride a chair, his back to the auditorium, at the center of the footlights, holding the manuscript and laboriously developing the play bit by bit. Nothing mattered—not the literary beauty of the author's lines, nor the opportunity given the actor for reading (or posing)—nothing but the effect a line

or movement would have upon the imagination of the playgoer sitting quietly out in front.

Several years have passed since I watched that rehearsal, and during this period I have observed the exercise of many elements of appeal—in business, in public speaking, in acting, in advertising, in salesmanship, in every form of intercourse where one mind influences another; and never have I lost sight of the fundamentals of psychological appeal laid down by that stage director. Indeed the logic of his directions has intrenched itself more and more firmly in my mind.

Sincerity of feeling, the quality of talent, style and manner of expression—all these have a great deal to do with the impression we create, but the important point is: How does our expression react on the people we wish to impress? Here is an art or science (call it what you will) that demands the highest judgment, the keenest discernment. Its importance is immeasurable.

"The Processes of Impression," described by Mr. David Lawrence not long since in The Saturday Evening Post, had to do with the forces of advertising, and the processes by which advertising appeals are directed. The processes enunciated were not dissimilar to those emphasized by the stage director in producing his play; nor were they different, for that matter, from numerous dissertations on salesmanship, public speaking, advertising and all forms of presentation in which psychological appeal plays so influential a part. But Mr. Lawrence's article was exceptionally broad and impressive. He declared that America must advertise herself into success in this war, and after; and he rightly said that advertising is a business of impression, just as Mr. Wilson's has been a government by impression, and that impression is a business of psychology.

Roosevelt, the Publicist

"Ex-President Roosevelt," he wrote, "was not always right in his controversies, but his knowledge of publicity enabled him to smooth over an obvious error of his own or to repress the attack of another by a *skillful use of the processes of impression.*"

I know of no one who has been more skillful in the use of publicity than Mr. Roosevelt. Publicity here, of course, means *news* publicity, not advertising, but, when all is considered, the psychology of appeal is much the same in news or fiction as in advertising—a fact, however, that many advertising men overlook. It is very probable that publicity has been the making of Mr. Roosevelt; that publicity developed his career and fixed him in the popular imagination as a dynamic and picturesque character. I do not bring Mr. Roosevelt into this article because of any admiration of his statesmanship in this quarter; I cite him as an example of an exponent of publicity whose public status has been advanced to a great extent through the processes of publicity.

All of which is another way of saying that imagination is a mighty factor in all forms of appeal—imagination and understanding of human nature, with a liberal dash of human sympathy; and that publicity is the guiding influence of the time.

How is the public to know of the public benefits of business enterprise; how is the public to understand the full values of business, except through the force of publicity? "By the expression of business in its everyday contact with the public," I can hear some one saying. But the fact remains that the public is unimaginative; that what imagination the public possesses must be stirred deliberately by some motive power specially designed for that purpose, and that even where a consumer may realize a merchant renders him a service, he acknowledges that in a subconscious mood and it fails to become an outstanding fact in his consciousness until his attention is specifically directed to it.

Business, industrial harmony, labor content—all will proceed to their high estate through the processes of impression that lie in intelligently directed advertising.

Vital Thoughts from the President

(From public addresses)

WE are trying to create everywhere in the men of large affairs this fundamental conception that any man who handles any affair bigger than himself is a *trustee for the rest of the community*, and in proportion as we lift ourselves to the full dignity of that conception we shall lift ourselves above the difficulties of public life as well. (1912.)

The men who play with the clouds of business should remember the great mass of helpless men on whom the troubles fall. The time to be philanthropic is not after the evil is done, but when it is possible to prevent the needs of philanthropy. I do not predict revolution, social or economic, but if it transpires it will be because business men have not been sufficiently thoughtful. (1914).

Advertising is obviously a factor of constantly increasing power in modern business and it very vitally affects the public in all its phases, particularly since the agencies for the dissemination of advertising have increased so remarkably in recent years. For business men, therefore, it is of the utmost importance that the highest standards should be applied to advertising as to business itself. (1916.)

—*Woodrow Wilson.*

Supreme Test of Advertising Now

How Can Business Express Itself?

THE foregoing reviews have placed particular stress on the vastly important role that business can make its own in the development of all branches of our National life during the years to come—

In the solid work of rebuilding from the ground up during the period of readjustment and reconstruction after the close of the war.

In bringing to the Nation great benefits, materially and spiritually, out of all the distressing circumstances through which it has passed.

In harmonizing and bettering all elements of society, replacing distrust, suspicion and misunderstanding with faith, understanding and loyalty of spirit.

In establishing the content and well-being of labor, giving labor its full due and proving that workers are not victims of society.

In seeking to achieve many forms of improvement for the general public, emphasizing the force of business for the public good.

In opposing the menace of radicalism and supplanting it with a rational philosophy that will stabilize society, industry and government.

In attaining a "New Grasp on Realities"—realities of the times which must be faced openly and bravely.

In achieving a complete harmony of effort and purpose with the National Government to the end that business, labor and society generally may be helped.

In educating the public on social and economic questions and thus eradicating the public misapprehensions on social and economic problems.

The importance of all this the reader will quickly appreciate, especially with the thought in mind that the Nation faces grave problems that must inevitably arise during the period following the close of the war.

How shall business meet these great demands and opportunities of the times, how live up to the tremendous responsibilities placed upon it?

How shall business express itself and spread broadcast the influence which it is possible for commercial enterprise to exert for the good of the Nation?

First, of course, through the intelligent and scientific manufacture and distribution of commodities that the public needs and through the public-spirited direction of business for the public benefit.

But there is another method of expression, a forceful and dynamic one, that reaches further even than this, whose ramifications are endless, a power that stretches its arms out and touches every farm, hamlet and town in the country, that impresses every mind capable of thinking, that sways the opinions of multitudes and erects great structures of thought, that exerts a limitless power for the public good.

This method of expression is Advertising—the kind of advertising that interprets to the public, humanly, intelligently, efficiently, those subjects which are vital to the public and the Nation, and elucidates the values of business and of sound social and economic philosophy, while pointing out the fallacies of radical theories masquerading as social and economic panaceas—Advertising, in short, that will bring out the good and strong and show up the bad and weak in those activities which form the foundation props of our National life.

When every business official in this country reaches the realization that he has a public duty in advertising to serve a public purpose, then a great force will have been built up in support of National stability.

Advertising Put to Test

These times are the supreme test of advertising. Never has a business or profession faced greater opportunities for service and achievement than those which now present themselves to the advertising men of the United States. From the Atlantic to the Pacific, from the Great Lakes to the Gulf, millions of Americans are thinking—thinking hard—over their problems, and over the Nation's problems, which have arisen out of this war. These thoughts may be guided into sound, stable channels, or they may be allowed to drift with the currents of radicalism, which form a lure attractive to people aroused by the emotional drift of the times.

Business has a great role to play in steering the thought of the Nation into right channels of economic philosophy—first, by honest, high-minded, public-spirited dealing with the public, and then by expressing the force and power of business through interpretive advertising.

Advertising must and will take its place as a vital public force. It must interpret business to the public; it must tell how business serves the public; it must preach the bigness of business enterprise; it must teach and educate; it must offer countless suggestions for better living; it must spread the thought of public service in spirit and action by all people alike; it must explain the various causes that are undertaken for the public good; it must preach patriotism and civic pride; it must build community thought and express that fine imagination which is transforming business more and more into a great public force.

Advertising must do all this, in addition to performing its functions as a commercial power in promoting sales and merchandising campaigns. But there are, of course, two distinct kinds of advertising—the kind to promote the sale of commercial commodities, and the kind to interpret the business institution and business subjects to the public—the one strictly commercial advertising, the other institutional advertising. Fre-

quently the two types of advertising are effectively blended into one.

The High Estate of Advertising

When advertising has fully attained its high estate of public-service, one great benefit will be that the weak and unscrupulous business concern will not endure. The white light of education by publicity will show up the unworthy. It will be another instance of the Survival of the Fittest.

"Institutional advertising," said Mr. George Frank Lord before the New York Advertising Club, "will be the big gun in the peace armament."

Such dynamics placed behind advertising will make its force as a sales-creating agency all the greater. Interpretive business reviews make for the bigness and dignity of advertising and shape a stimulating force in general advertising campaigns. They form a keynote and background to campaigns of display advertising; they interpret a business institution to the public; they educate the public while inspiring belief and confidence in the business institution and its products. They are the most emphatic pronouncements in advertising, for they are the human and dramatic connotations of business principles.

Advertising fulfills its broad purpose when it builds for the permanent and enduring prestige of an industrial institution.

A Program of Work

"Distilled" Words and Ideas

MATTHEW ARNOLD, in one of the critical essays that have made his name immortal as a writer of fluid, impressive English, contrasted the poetry of Homer—"natural thoughts in natural words"—with the poetry of Tennyson, consisting of "distilled thoughts in distilled words." And one of the critic's biographers remarks, "'Distilled' is one of the happiest words to be found in poetical criticism, and may be used with equal aptitude in the criticism of life."

Advertising is as much an interpretation of life as other forms of writing—perhaps the more so, since advertising is concerned primarily with the *needs and desires* of all, not a minority, of the people; and Matthew Arnold's distinction between "natural" and "distilled" words in poetry applies with pointed aptness to advertising, its appeal and purposes, especially in view of another expression by the English poet and critic, "Three-fourths of life is conduct." Advertising is directly concerned with conduct, with the elemental forces of life and public action; and will become the more so as the natural forces of life conduct are reflected increasingly in advertising and the "distilled" energies of life thus assume a fuller flow of thought.

For a number of years I have watched the ever-growing and ever-changing courses of business. This observation has not been that of a technical advertising man; I could not be regarded as such. I have endeavored to make my work in the industrial field that of a reporter, an investigator, an interpreter—a business journalist, concerned mainly with seeking out the many and conflicting elements of trade, of manufacture, of distribution, of all commercial intercourse, and so presenting them to the public as to make for constructive business betterment. I have been called an industrial missionary, and such I hope I may be now in the fullest sense.

Heretofore I have been identified with various publications and organizations. Several years ago a num-

ber of business executives suggested that I would find great opportunities for service if I undertook such work, broadened and elaborated, on an independent basis. In this way, they pointed out, I could serve every movement or organizations whose activities interested me and wherein I saw opportunities for worth-while co-operation. Many plans and ideas, long cherished but undeveloped, could then be carried out, and my whole conception of business betterment and education could be given its broadest expression.

"Why tie yourself up with a magazine?" one industrial executive or advertising agent after another inquired, "You could help all of us, if you were a free-lance, whereas now you must limit your endeavor."

Finally, after the ravages of war had left their mark on the social and economic fabric, and when everything pointed to the great need of business interpretations during the trying period of reconstruction ahead, I listened to the advice of friends in the business field and placed myself in a position to serve all constructive organizations and movements looking to business betterment and industrial progress.

This book I offer as an explanation of all that lies behind my plans, hopes and aspirations.

In this work I mean to interpret business in its broadest aspects to the public; I hope to aid in creating new business values, in developing a new comprehension of business enterprise. I approach business *as an outsider*, with an outside viewpoint, and report the activities of business *for outsiders*. I am not concerned with the technique of business or of advertising, for the general public is not concerned with such technique—and my work is for the general public. There is a vast difference between ordinary advertising and such business journalism in advertising as I have elected to follow.

Business Research

I expect to engage in business research and promotion, to seek out and diagnose business ills; I hope

to assist in bringing the various elements of business, labor and the public into play with one another and to harmonize their relations and common interests.

This work will be conducted in co-operation with all agencies and organizations of advertising and business betterment—with advertising agents, business concerns generally, publications, commercial organizations, educational institutions, etc. Such advertising is planned to supplement and stimulate regular campaigns of advertising and to serve an added advertising purpose. It is to be carried on in co-operation with advertising agents, and in no sense is it to be a competitive service.

Although I have given this work the broad title of "Institutional Advertising," the fact remains that I shall continue to write editorial articles. There is a definite line of demarcation between the editorial article and the advertising article, and no one could be more impressed with the essential differences in plan and purpose than the present writer. Under no circumstances do I expect to present a line of editorial matter that should occupy paid-for space. There are many possibilities for constructive work in editorial reviews of business tendencies which are too general for any business concern to take up in its advertising; and there are many definite subjects which public-spirited, broadly-gauged business men should present in their advertising.

I have been able to gauge public response by the letters I have received for some years commenting on my published articles. A Department of Industrial Progress I conducted for a National periodical brought many letters every week commending such industrial promotion work; various other articles and reviews evoked many voluntary expressions from business men, educators and every day citizens throughout the country. These letters, with an exhaustive investigation, have convinced me that there is a great need of such work as I am now undertaking. I assume no powers of psychomancy, but I believe I comprehend the general public mind and the intelligent business mind as applied to economic subjects.

The program of work I have outlined may be stated in brief as follows:

The Plan and Purpose

Business literature for all constructive purposes.

Special article or institutional advertisements that build prestige and create good will; that develop public confidence in and appreciation of business concerns.

Interesting narratives of the activities of industrial enterprises, forming a background and key-note of an entire advertising campaign, while performing a public service in informing readers on the public service of business.

Advertising Sum-ups that supplement, co-ordinate and intensify a campaign of regular advertising and merchandising by bringing together at one reading all the ideas, suggestions and argument advanced throughout a campaign of display advertising, thus clinching the entire thought of a campaign as a lawyer clinches the argument in his final summing-up to the jury.

Business reviews that meet the needs of these crucial times in interpreting business to the public, in explaining the motives and purpose of commercial concerns, in creating industrial harmony and solidarity by telling the public much that the public does not know; in arousing the loyalty of employes—pride in the institution that employs them; in heightening the interest of dealers and consumers in business houses and their products.

Such articles are to be prepared as essentially practical links in the chain of dynamic advertising and merchandising campaigns; they are designed to appear as advertisements in magazines or newspapers, as booklets, in house organs, or in any other constructive form.

Co-operation with commercial clubs and associations in movements for business research betterment and promotion; co-operation with publications in industrial and advertising writing, promotion, missionary work

and public-service campaigns; co-operation with educational institutions in supplementing their text-book studies with class-room instruction along the lines of activities and tendencies in the business world. This latter work makes for the permanency of economic education by emphasizing the finer realities of business to the students who are to be the future generations of business and professional men.

Special work in the field of labor with a view to establishing content among workers and more harmonious relations between employers and employes; social surveys in business; studies in practical forms of employes' welfare work, pensions, bonuses, and other phases of co-operation among workers to enlarge labor's interest in its work and labor's loyalty to its employers.

Scenarios for dramatic and instructive motion picture representations of business activities.

Plans of follow-up campaigns designed to bring together in a unity of thought the dealer, salesman, factory worker, office employe and the consumer.

The large number of letters of encouragement, with offers of hearty co-operation, which have come to me, have been most reassuring. As an example of the comprehension and breadth of spirit of these letters, I quote a passage written me by Mr. Earnest Elmo Calkins, of Calkins & Holden, New York:

"There is no question but that there is need for an interpreter of business to the public. . . . Such work as yours will be entirely apart from that of the advertising agency, so much so that I can easily see how all agencies could use your services from time to time. There is a place for you in our cosmos."

Do You Realize the Vital Need?

THE reader has become impressed, I hope, that the purpose of this volume is a good deal more than to advertise the service rendered by an individual; that the purpose of the book, in fact, is in line with the work of the author—to arouse interest in important aspects of our social and economic life and to foster and broaden that interest by constructive publicity and interpretation which shall have a helpful effect in reaching a solution of our business and labor problems.

Several years ago I hurriedly compiled a small volume, which was so widely indorsed and was so extensively used in schools and colleges and by manufactures, publishers, commercial organizations, etc., that I decided the present book must seek to be equally informative, educative and generally helpful. I hope it may prove such. There are presented on the following pages many quotations on various pertinent subjects, taken from articles, interviews or public addresses of leaders of the country's economic thought; there are also a large number of letters written to me by prominent men in the business and professional field. Some of these letters comment on my advertising writing, some on my industrial research and promotion work, and still others on my editorial reviews of business. I hope what I have written in this volume may be of some interest to those who read it, and may have aroused a realization of the *Vital Need of the Times*.

One request I make of every reader of this book: that the frequent use of the first-person pronoun and the extended reference to my own work be not interpreted as bumptious or egotistic laudation of the individual, but as emphasis on the spirit and purpose of the work and service performed by the individual.

Felix Orman

The National City Bank
of New York

OFFICE OF
THE PRESIDENT

New York June fifth, 1918.

Mr. Felix Orman,
Astor Trust Building,
New York City.

Dear Mr. Orman:

I am in receipt of your plans for publicity work in connection with American industry and commerce. Your work along this line in The Outlook showed that you have the vision and understanding to comprehend the relation between industrial progress and social progress, and the skill as a writer to present that relation to the public in an interesting manner. Nothing is more greatly needed. It is not only good for the public to know how widespread are the benefits from successful business enterprise, but good for the business man to have a larger appreciation of the value of his own work.

I wish you success in your new undertaking.

Very truly yours,

F A Vanderlip

"The Invisible Rainbow"

If we judge by the past and have no care for the future we shall be plunged into the catastrophes of peace with as little preparation as we had made for war. Every nation but this is preparing for the hereafter. Yet a prominent Washington politician recently said he "would as soon talk of life after death as of reconstruction."

Even Canada is making her trade plans for peace. . . . . Great Britain was caught unprepared for war. She will not be caught unprepared for peace.

In Germany, since 1916, the most intensive effort has been devoted to the problems of post-war commercial and economic reorganization. Everywhere but in America.

There are too many people in Washington who tell us that this is no time to think of peace or to prepare for peace. If it is time in England and Germany, why not in the United States? Recently a bill appropriating $50,000 for a reconstruction commission was rejected in the House of Representatives on the ground that we did not have the money.—*Benjamin F. Harris, American Bankers' Association, in The New York Tribune.*

"A General Staff for Peace"

The democracies of the world have been learning in a costly school what it means to become warring nations when unprepared for war; they must see to it that when the war ends they shall not be peaceful nations unprepared for peace. . . . When peace is declared, the United States will be confronted with many serious domestic problems. . . . There is in war-time one clear road to a goal. But all that will change over night when peace comes. Pent-up differences of opinion will be released. The embargo on partisanship will be lifted. The forces of reaction will again gravitate toward a common center in defense of common interests. Radicalism's right to criticise will be zestfully resumed. . . . And above all, the difficulties and dangers will be at our very door; there will be no allies to hold the line while we are getting ready to act. . . . —*Glenn Frank in the Century Magazine.*

In the Wake of Peace

The United States will emerge from the war with world leadership in production, commerce and finance. We will have resources of man-power, materials and money such as no other nation from the beginning of time ever had at its disposal. The same national unity which we must develop to win the war, however, will be required to meet the critical international situation, which will follow in the wake of peace. —*Charles H. Sabin, President, Guaranty Trust Company of New York.*

From a Business Statesman

(*A Letter to the Author*)

I SHOULD not be regarded as a competent critic of your work, since the doctrine you support so loyally is the one that I am and have long been committed to. I am deeply interested in the task you have set out for yourself, that of interpreting the New Order in Business. In this interpretation you will find ample opportunity for the exercise of your imagination, and you will also find an abundance of concrete illustrations in the willing sacrifice being made by business men in Washington, where they are striving to assist the Government in an efficient organization of the war program, with no thought of reward, without compensation, in utter disregard of the welfare of their individual business and interests, and with an open willingness to put much of their own private fortunes into the tasks which they are undertaking.

I have been close enough to the spirit of business in the last five years to feel that business men, some of them most liberally criticised in the past, would rise to an emergency just as they have risen. If this can be interpreted to the country, it will tend to destroy the last lurking prejudice that may exist against successful business administration and its administrators.

Great as are the issues of the war, their value to the world will be depreciated or lost altogether if in the readjustment strong leadership in all classes of society fails to recognize the danger of class conflict. War is not only likely to breed emotional legislation, but public sentiment is apt to drift from the safe anchorages of tried constitutional provisions, and "emotional economics" and fanciful and unproven theories are likely to be experimented with to the great interruption of a speedy return to normal National living.

Will not some one advocate a Cabinet at Washington that will have for its task the study of how we are to bring the Nation safely back to a peace basis? Take the best men that can be found in each of the great social and economic groups of which the Nation is composed. Charge them with the duty of guiding the Nation back to normal life when the present hectic period is ended. Let them learn how to adjust their differences; how to make all selfish interests bend to the common weal. If this body can come into agreement, so can the groups they represent.

Should we through the adoption of such a course be fortunate enough to find the path through the forest of social

and international readjustments, the world may be influenced to follow our lead, and humanity be assured the benefits of the struggle which has cost us all so dearly.

Somehow I feel as though the curtain was rung down on all the past when we entered this war. The old days are gone, the old relationships are broken, the old customs have passed away, and only human nature remains the same; but this human nature is bound to be remade and recast in the mold of sacrifice and suffering which will come to this country as it has come to our Allies. And when the curtain rises again after peace has been won, we shall find a new day, a new order of business, a new order of political life, a new spirit in organized labor, and, I trust, a spirit of cooperation and respect among all of these that will assure team-work of the highest order in the difficult days of readjustment which must follow the close of the war.

NOTE: Mr. Wheeler is the distinguished President of the Chamber of Commerce of the United States, Vice-President of the Union Trust Company of Chicago, and a leader for years in many important movements for business betterment in this country.

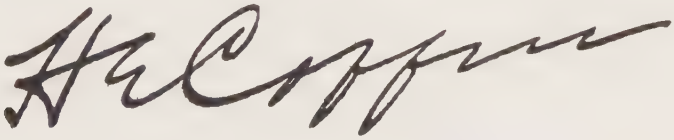
Two Letters from Washington

Hon. Joseph E. Davies,
Federal Trade Commission,
Washington.

That you will have the fullest measure of success which you deserve in your undertaking I sincerely hope. The very unusual character of the work which you have done in connection with the Outlook, which has particularly come to my notice in the work with the Federal Trade Commission, bespeaks for you a very large field of usefulness.

Howard E. Coffin,
Council of National Defense,
Washington.

I have your letter and am very glad to learn of the work which you propose to do. I am sure that it will be of great help in this situation to place before the public a clear exposition of American business, its methods and principles, and to promote the cooperation which is so vital in a crisis like this. The United States can and will overcome every obstacle, no matter how big, if everybody pulls together; and such a work as yours, which will induce this, cannot fail to be most advantageous.



The President and the New Era

We are facing the necessity of fitting a new social organization, as we did once fit the old organization, to the happiness and prosperity of the great body of citizens; for we are conscious that the new order of society has not been made to fit and provide the convenience or prosperity of the average man. . . . We have come upon a very different age from any that preceded us. We have come upon an age when we do not do business in the way which we used to do business—when we do not carry on any of the operations of manufacture, sale, transportation, or communication, as men used to carry them on. There is a sense in which in our day the individual has been submerged. In most parts of our country men work, not for themselves, not as partners in the old way in which they used to work, but generally as employes — in a higher or lower grade—of great corporations. . . . The transition we are witnessing is no equable transition of growth and normal alteration; no silent, unconscious unfolding of one age into another, its natural heir and successor. Society is looking itself over, in our day, from top to bottom; is making fresh and critical analysis of its very elements; is questioning its oldest practices as freely as its newest, scrutinizing every arrangement and motive of life; and it stands ready to attempt nothing less than a radical reconstruction, which only frank and honest counsels and the forces of generous cooperation can hold back from becoming a revolution. . . . —*Woodrow Wilson in "The New Freedom" (1914).*

"A New Industrial America"

We are learning to do now for ourselves instead of having to depend upon others. The ability and the power and the resources have been here all the time, but we have been too wasteful, too indifferent and too willing to depend on others to put them in use for ourselves. All that has been eliminated. Not only will we make and do for ourselves, but we shall penetrate to new and heretofore untouched markets and carry our products to the far corners of the earth as never before in our history. Furthermore, we shall have learned frugality and economy, initiative and invention. This is one of the great blessings I see looming up for the future as a heritage from the world war.—*Hon. William C. Redfield, Secretary of Commerce.*

Letters from Industrial Executives

Hugh Chalmers,
Chalmers Motor Company,
Detroit.

I have just learned that you have decided to devote your time and attention to the writing of special industrial articles, and I believe, in assuming this work, that you have selected a calling for which you are eminently fitted. I am prompted to make this observation after having seen several articles of this nature which you have written in the past. I have always admired the industrial ideals you portray in your writings and the principles of strength, solidity and nobility of industry for which you have always stood so firmly. I was very much impressed with the definition of business which you gave in one of your articles—that it is a high form of mutual human service. I feel that any organization builded without such a policy in its foundation cannot hope for enduring success in these days of the "survival of the fittest." After this definition I believe you deserve the title of "Interpreter of the New Order in Business."

W. S. Kies,
Vice-President
American International Corporation,
New York.

I am in receipt of your letter of June 2nd, and have read with interest your plans for undertaking independently a publicity campaign in connection with American industry and commerce. From what I have known of your work in the past, I believe you are peculiarly fitted for this work, and in the carrying out of your plans I feel that you will be rendering an invaluable service.

Charles W. Green,
Postum Cereal Company,
Battle Creek.

I do not think you are so much to be congratulated as are they who will seize upon your service for their own and the public good. We shall have little to fear industrially if tactful, educating effort is consistently directed to the public mind. Publicity is the mighty weapon which will guard against disaster, but it must be a publicity which is not "advertising" in the colloquial sense. In my broad acquaintance in the writing field, I can think of no one who has merit of mind and action so well adapted to the task you now engage in, as yourself. You are founding a new corps—the advertising engineers of tomorrow's business.

Suspicion and Antagonism

OFFERS of co-operation with several departments of the Government have been made since my program of work assumed definite form. One such proposal was extended to the Secretary of Commerce, and in reply there came a letter from Mr. B. S. Cutler, Chief of the Bureau of Foreign and Domestic Commerce, which is of unusual interest. This letter was shown to several business executives of high standing in order to obtain their viewpoints. It is interesting to hear a Government official charging business with being suspicious of and antagonistic toward the Government. In view of Mr. Cutler's reference to business co-operation with the Government in Germany, I thought interest might attach to a quotation from a book on German business methods, printed elsewhere, which emphasizes that business in Germany has proceeded under the benevolent protection of the Government. Mr. Cutler's letter follows, the italics being my own:

In the absence of Secretary Redfield on official business, your letter of April 15 has come to my attention for careful reading and I take occasion to say that your pen can perform a very substantial service if it is employed in a tactful campaign to remove the *suspicion, and sometimes, antagonism which business entertains toward the Government* and representation of its own selection. If there is any one thing that I am trying to accomplish, it is a promotion of confidence and practical co-operation between the business interests and the legislative and departmental branches of the Government, thereby bringing about something like the *cordial and effective relations which exist in Germany* and promise to evince themselves in England.

Among the comments I received on Mr. Cutler's letter was the following from Mr. H. A. Wheeler, the Chicago banker newly elected to the Presidency of the Chamber of Commerce of the United States:

I have never felt that it is the business of the Government to coddle business, but that does not mean that the Government may not in an aggressive and constructive fashion, openly and purposely be helpful to business. Suspicion in the past may have been mutual, but I am sure that good will will replace suspicion as a result of the cordial relationships now existing between business and the Government in the prosecution of the war. Instead of undertaking a tactful campaign to remove the suspicion and antagonism, it would be better for both parties to forget that there was ever a ground for suspicion on the part of either, and from this time forward be filled with cordial confidence and good will upon the new relationship which already exists and which will be greatly increased before a just peace is finally achieved.

WILLIAM R. MALONE,
President
Postal Life Insurance Company,
New York.

You are a writer. You are a contributor. You are an interpreter. You watch the currents of business. You provide a supplement to business which business needs—needs it for the employer and the employee—the captains, the lieutenants and the privates. They are in too close touch with their affairs to really see what they are doing. You provide for them the stimulating portrayal. You might be called a builder of business backgrounds,—but you are more than this: you lay out the foregrounds; you put in the fountains, the flower-beds, the roadways, and the pathways; you provide the foliage and the shade; you function so well in these respects that you ought to keep right on. You are a word-painter. Words make up propaganda and advertising, but they may be so heaped with words as to obscure the mark, and so shorn of the proper words as to fall much short of the mark. You know how to make the selection and distribution, quite as the landscape painter puts in or withdraws effects. As nothing will advance or sell of itself except by the use of the common, yet immortal words, business will always need you. Our so-called unsolvable industrial problems are undergoing such a degree of solution as to give hope of our completely solving every phase of them. Trustworthy, efficient advertising publicity is playing an important part to this end, and you have the aptitude for serving in this most engaging modern occupation.

THOMAS E. WILSON,
President
Wilson & Company,
Chicago.

I have your letter of April 9th and note with much interest the work that you are about to take up. Your broad experience, I think, fits you admirably for this line of work and I am sure the experience you have had in connection with the stock yards interests may be of considerable interest in equipping you for this line. I wish you the greatest success in your undertaking.

THEODORE P. SHONTS,
President, Interborough Rapid Transit Company,
New York.

I think such work as you plan is much needed at the present time.

Suspicion

Business is what every one makes it.

Business represents the dynamic, practical, everyday morality of a people.

Business does not determine the nature of people, but the nature of people determines the character of their business.

And now we ask, not as an interrogation, but as a challenge: What is the character of American business? The answer involves all of us. If American business is cunning, selfish and low, so are people generally cunning, selfish and low. We do not believe it is. Nobody really does who stops to reflect. We know better. We are not that kind of people.

People who so enthusiastically embrace the idealism expressed and symbolized by Mr. Wilson cannot have evolved among them a business fundamentally wrong or unethical. There could not be that discrepancy between precept and practice.

Therefore, we say *American business cannot deserve the distrust with which it is regarded at Washington. The attitude of the government toward business, we think, is tragically mistaken.*

Human nature responds to confidence. The government obliges business to respond to suspicion. If we had any lingering reservations as to the character of American business they would be removed by the manner in which business on the whole does respond to the government's suspicion. It responds as if suspicion were confidence, and says: "But Washington does not know any better." And if this were not the spirit of American business we should despair, for without the unlimited and sacrificing co-operation of business we could not win the war. We know of not one case in which that spirit has failed. The government, with all its distrust and with power to examine all the facts has not been able to fasten a scandal upon business; yet it has cast reproach and suspicion upon business in a way to inflame dangerous prejudice and multiply the American Bolsheviki.—*From an Editorial in The New York Tribune.*

LEE ANDERSON,
Hupp Motor Car Corporation,
Detroit.

What you have done in the past is the best proof in the world that you can tell the story of American industry in an authoritative and interesting way. At such a time as this there is a wonderful possibility for national education in your undertaking. I have never met anyone whom I consider better qualified than yourself for such a really great task. Please accept my congratulations on your decision.

L. B. JONES,
Eastman Kodak Company,
Rochester.

I shall be very much interested in the development of your plan as outlined in your letter. If the rank and file only understood that the average man of business does not lose his hair in trying to concoct schemes whereby he can do other people, but loses it in trying to provide a means for keeping his employes profitably busy; if they understood that he wears out his nerves in trying to grant requests for more pay, without so increasing the cost of his goods that the other fellow can undersell him, it would be a good thing for labor as well as for business.

WALTER S. WHEELER,
General Manager
Joseph Campbell Company,
Camden, New Jersey.

I am delighted to learn that you have decided to become an independent specialist in the field of business research and industrial literature. I see unfold before you a prospect of unlimited opportunity; your fine work in the past as an advertising and industrial missionary assures your success as herald of the new era in American industry.

F. G. EASTMAN,
Packard Motor Car Company,
Detroit.

I must confess that I have been unable to visualize the exact scope of your new work, but from what I know about your previous efforts, I feel sure that you will be able to render a valuable service and one that up to this time has not been easily obtainable. Best wishes for the success of your undertaking.

Mistreatment of "Big Business"

For seven years the Shoe Trust has been bitterly pursued upon what the Supreme Court calls the "innuendo" of the Government that it restrained interstate trade. By 4 to 3 the court decides that the Government was wrong in its aspersion as matter of law. . . .

If the case stood alone, it would be an undesirable state of affairs, but it is only one of many cases. Only a short time ago Government representatives sat around the same table with many distinguished defendants, at the suit of the Government on complaints which the Government could not proceed with. Public interest would not allow that seven suits against the biggest of the trusts should be pressed to a conclusion, although the trusts were eager for finality regarding their legal status. *Such a condition of affairs indicates nothing less than a reign of terror which should be ended.*

Another suggestion — the trust cases are mostly prosecuted and decided on the law rather than the facts. There have been not a few cases where trusts were attacked on the ground that they restrained trade under the law, although they promoted trade in fact. . . . To prosecute big business which helps the little men in trade cannot be in the public interest. Is it not also time that the Government should recognize that conditions have altered, and that the law has teeth enough of its own, without a false set condemned by the courts and common sense?—*Editorial in The New York Times, May 22, 1918.*

"How Germany Does Business"

German international policy could be characterized as a union of bankers, professors, manufacturers, the Foreign Minister and the State itself. It was a union formed on a purely business basis and business methods were the underlying logic of the international policy. No other nation than the German nation so clearly and definitely set up its business purposes and business methods, because no other nation could unite the different contradictory wills of its members so efficiently. The reason for this lies primarily in the German character accustomed to discipline and obedience. . . . German international policy was an international enterprise, a business enterprise conducted on a scientific (science means logical study) basis under the benevolent auspices of the imperial government. The assistance given by the State to German concerns in their foreign trade enterprises applied to little as well as big things. It was effected through diplomacy and through minor factors. —*Dr. Paul Pensac Gourvitch.*

JOHN H. PATTERSON,
President
National Cash Register Company,
Dayton.

I have read your story with interest. It shows that you made good use of your time. You are evidently a keen observer for, considering the time you were here, you got a wonderful insight into our organization and our factory conditions. You have expressed the result of your observations in a simple but forceful manner, and have brought out clearly the leading points.

W. A. MACDERMID,
Gerhard Mennen Chemical Company,
Newark, New Jersey.

There never was a time, it seems, when so great a service could be rendered as at the present by the interpretation of the underlying qualities of business, and business institutions. The need is not for special pleading, but for honest analysis, taking the bad with the good, and for accurate, fair presentation. Your work in this direction in the past ten years stands as a record of your ability to help in this great public service. My own feeling is that the full development of this country, its institutions and citizenship, can only come from a better coordination all along the line and that this unity and cohesion will never come unless the interdependence of business with all other activities is seen.

F. P. SEYMOUR,
L. E. Waterman Company,
New York.

Your plans for the future interest me considerably. I am sure there is a very large field for interpreting the soul of large business institutions to the consuming public. To most people, as to myself, I feel confident that there is more in business that is of particular and usable interest than is recognized. I mean the principles, the ideals, the methods of production and distribution, etc., as I have read them as presented by you in some of your work. The distance between the producer and the ultimate consumer can be lessened I am sure, by such presentation, and judging from my own experience, I believe both the producer and the ultimate consumer desire closer contact.

A VITAL NEED OF THE TIMES

The Need of Economic and Financial Wisdom

What we protest against and resent is ignorance and shallow thought assuming the place belonging to expert opinion, and, still more, do we protest against demagogism, envy and prejudice, under the flag of war necessities and social justice, waging a campaign through inflammatory appeal, misstatement and specious reasoning to punish success, despoil capital and harass business. . . . If the world is to be made safe for democracy, *democracy must take care to make itself safe for the world*. . . . Of that great democracy of business we are the constituents. We are its component parts, its army, its defenders. If we understand aright our mission and our functions, we have no interests different from the interests of the country at large. We cannot prosper unless the country prospers, we suffer when the country suffers. The time when, in the general rush and turmoil of a period of tremendous and headlong development, big business was to some extent a law unto itself, is over, never to return. We must accept and we should welcome reasonable supervision and regulation; we must deal fairly with the public; we must give to labor, willingly and generously, what properly belongs to labor; we must give to Caesar what is Caesar's. —*Otto H. Kahn.*

"Economic Serfdom"

When the President sent his message to the Soviet conference at Moscow they replied in a way that ought to have given him food for thought. Instead of sending an answer to him as the head of this republic they churlishly address themselves to the downtrodden toilers of this country who are being crushed by a capitalistic war. The Woodrow Wilson of a few years back would have resented the insult. Far from being so affected he rather shows that he is profoundly influenced to adopt their views.

In his letter to the Democratic leaders assembled at Newark on March 20 he uses this amazing language: "The men in the trenches who have been freed from the economic serfdom to which some of them have been accustomed will, it is likely, return to their homes with a new view," &c.

This must refer to our own boys. Have they been serfs to our political and economical system? Is that the President's thought?—*F. C. Williams*, Philadelphia, *in the New York Sun*, March 22, 1918.

EDWARD F. MCDOUGALL,
Libby, McNeill & Libby,
Chicago.

It has just been brought to my attention that you have decided to do some publicity work in connection with American industrial progress and business betterment. I have followed your work to date with a great deal of interest, and am sure that your experience and your skill as a writer places you in position to help American industries by letting the public know the benefits derived from the many business enterprises that are being so successfully conducted in this country. Best wishes from Mr. Burrows and myself.

C. C. WINNINGHAM,
Hudson Motor Car Company,
Detroit.

There undoubtedly is a place for some one of your experience to present the ideals of business as you have done so well in your previous articles. Am sorry I had not an opportunity to see you and talk with you when you were in Detroit. Much can be accomplished by such articles as you have written, not only in presenting the social side of business to the public, but in increasing the ideals of business itself. Usually the lack of a high aim in business conduct is the result of a true appreciation of its importance. You can serve everybody by continuing in your work as an independent writer.

J. OGDEN ARMOUR,
Chicago.

Mr. J. Ogden Armour has directed me to reply to your recent letter in which you outline your plan for interpreting to the public the real character of American business enterprise. Mr. Armour believes that your newly chosen field presents wonderful opportunities for bringing "big business" and the general public into a better understanding of each other. The world situation emphasizes the need for a better understanding between producers and consumers and whatever you are able to accomplish along this line will surely be of great value to the nation. Mr. Armour feels free to say that he believes your experience in this will assist you to succeed in your new venture and he wishes you success.

—*R. D. MacManus.*

A VITAL NEED OF THE TIMES

Stock Yard Tales

The other day I fell into a discussion of business conditions with a man who discounted my belief that there had been remarkable social progress in the industrial life of this country. "But have you read the reports of the investigation of the packing trust?" he asked, adding eagerly, "Don't you consider that such conditions in industry are a menace?"

My reply to these questions was that if this seeker after the truth would pause before forming a hasty judgment and look into both sides of the subject a good many "mitigating circumstances" might be found. The reports he had read, I reminded him, were limited to the sensational findings of investigators looking for just such things.

"Ah, I see!" exclaimed my socialistic friend. "You are a friend of the packers and try to defend them against the outrageous facts that have been brought to light."

"Nothing of the kind," I retorted. "If the published facts about the packers' business methods were proved true I should join in your criticism."

Whereupon I launched into a statement of conditions at the Chicago stock yards as I had seen them, of hasty charges made against the packers in other days that were time and again proved unwarranted, and of the immense public benefit and economic value in the scientific development of countless by-products of the packing houses out of materials in former years wasted, together with a highly important improvement in many ways in the handling of meats of all kinds for the consumers. I am not interested in defending the packers, I explained, so much as I am interested in seeing industrial justice accorded the manufacturer and the worker alike, especially in these days of economic emotionalism.

It is not long since there appeared, for example, in the New York newspapers an account of the pathetic circumstances in the home of the widow of a stock yards worker who resided in that remarkable polyglot community known as Back o' the Yards. Having made many social studies in this section of Chicago, I was able to form a mental picture of this woman's home and to know the conditions under which she lived.

Suspecting the nature of the case of the stock yards worker mentioned above, I wrote an inquiry to the packing company and have received some enlightening information from Mr. Thomas E. Wilson, president of that company.

Industrial harmony is too important in these days and will be in the days to come to permit of mere sensationalizing in cases without regard to facts.—*Felix Orman, in the New York Sun, Mar. 7, 1918.*

JOHN N. WILLYS,
Willys-Overland Company,
Toledo.

I am very glad to acknowledge receipt of your letter giving a brief outline of your plans for publicity work in connection with American industry and commerce. There is a very large field for work of this kind and I am sure that your efforts will be successful.

F. NELSON CARLE,
General Vehicle Company, Inc.,
Long Island City.

There is not only room but need for a specialist in the field of business research and industrial literature. Many have entered this field but few have succeeded because they were not men of the right calibre. You have demonstrated that you have the necessary vision, you certainly have the editorial knowledge and experience, and I feel sure you will make good.

O. C. HARN,
National Lead Company,
New York.

Remembering quite well as I do the very interesting articles you wrote for the Outlook and other publications upon business, I am quite sure you would be able to make your coming series of articles upon American business intensely interesting to every reader. Not only that, but your long contact with business in your previous work will enable you to bring out the points about modern business which are often overlooked by the average man.

H. M. JEWETT,
President
Paige-Detroit Motor Car Company,
Detroit.

It is extremely gratifying to know you are taking up a most important work of molding the public mind to the new order of business relations. Too little has been done in the past in this connection, and in fact, the public press and sentiments have been detrimental to commercial and social progress. I am more than gratified to know that a man of your great proven ability and keen mind, which has been demonstrated in your past work, will devote himself to business and social uplift.

A VITAL NEED OF THE TIMES

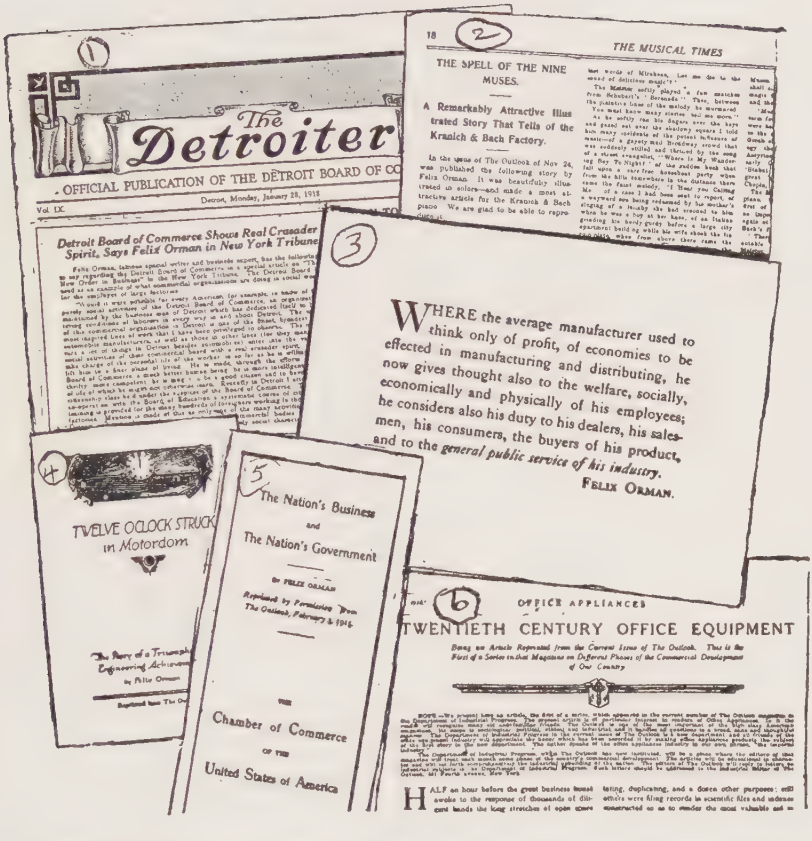
"The Metaphysics of Economics"

If for the millions of men doing an uncongenial task of necessity, there could be substituted the same millions of men doing a congenial task with love, a revolution in manufacturing would have been brought about which would constitute the very essence of true co-operation. The question, therefore, is, "How is such a revolution to be effected?" And in answering that question the true difficulty stands revealed, for the difficulty lies in the human mind with all its appetites and passions. So long as there is greed on one side and selfishness on the other, such a revolution is an impossibility. Nor would the revolution be achieved by any panacea of socialism, even if it reduced the hours of a man's labor and increased the pay he received for them, unless it endowed him with love for what he was doing. It is because this metaphysical aspect of the case has never been understood or taken into consideration in economics, that failure has followed failure in the effort to produce harmony. Nor until the metaphysical aspect is grappled with will any system of state socialism, or anything else, be the least prolific of results.—*Editorial Comment in The Christian Science Monitor.*

It is only now that socialism and other economic panaceas for the industrial troubles have begun to assume a very definite and considerable importance, (he the employer) is recognizing the fact that *what appears to be an economic trouble is a psychologic trouble.* —*Harry Tipper.*

But He Is not a Socialist!

The wonderful natural resources of the United States and the American genius for organization and industry make it possible for the population to live in comfort, health and security. Instead of that, the great majority work in fear of tomorrow, and life itself is poisoned for the many by the sheer extortions of living. . . . The government that permits such conditions is not a government that can or should endure. . . Isn't it out of just such conditions that revolutions have always come? . . . But isn't it rather a vicious conception of individualism that permits a person to prosper at the expense of society? Hasn't our fear of socialism driven us right into the hands of greed and rapacity? . . . We have turned our natural resources, meant for all the people, over to the exploitation of private profit, and we have put the necessities of life at the mercy of private greed. —*George Creel in the Century Magazine, Feb., 1917.*



A FEW examples of cause and effect through industrial propaganda: (1) Excerpt from an editorial article in The New York Tribune, featured in The Detroiter, official publication of the Detroit Board of Commerce; (2) A story-advertisement of the Kranich & Bach Piano, reprinted in full as an editorial article in The Musical Times to emphasize the power of this form of advertising; (3) Paragraph from the article in The New York Tribune, reprinted as a placard, hung in his office and copies distributed by Harry Dwight Smith, President of Fuller & Smith, Cleveland; (4) Announcement of the issuance in pamphlet form of a story-advertisement of the Chalmers Automobile, a quarter of a million of such reprints having been circulated; (5) Cover of a reprint of an editorial article on the Chamber of Commerce of the United States, of which seventy-thousand copies were printed and distributed by the National Chamber; (6) Typical use of an Industrial Progress article by Felix Orman—reprinted in full, in leading editorial position in Office Appliances, with editor's introduction emphasizing the importance of such work.

A Prophecy in 1857

It is quite plain that your Government will never be able to restrain a distressed and discontented majority. For with you the majority is the Government, and has the rich, who are always a minority, absolutely at its mercy. The day will come when in the State of New York a multitude of people, none of whom has had more than half a breakfast, or expects to have more than half a dinner, will choose a Legislature. Is it possible to doubt what sort of a Legislature will be chosen? On one side is a statesman preaching patience, respect for vested rights, strict observance of public faith. On the other is a demagogue ranting about the tyranny of capitalists and usurers, and asking why anybody should be permitted to drink champagne and to ride in a carriage, while thousands of honest folks are in want of necessaries. Which of the two candidates is likely to be preferred by a man who hears his children cry for more bread? I seriously apprehend that you will, in some such season of adversity as I have described, do things which will prevent prosperity from returning; that you will act like people who should in a year of scarcity devour all the seed corn, and thus make the next a year not of scarcity but of absolute famine. There will be, I fear, spoilation. The spoilation will increase the distress. The distress will produce fresh spoilation. There is nothing to stop you. Your Constitution is all sail and no anchor. When a society has entered on this downward progress, either civilization or liberty must perish. Either some Caesar or Napoleon will seize the reins of government with a strong hand, or your republic will be as fearfully plundered and laid waste by barbarians in the twentieth century as the Roman Empire was in the fifth; with this difference, that the Huns and Vandals who ravaged the Roman Empire came from without, and that your Huns and Vandals will have been engendered within your own country by your own institutions.—*From a letter written by Lord Macaulay to an American friend on January 18, 1857.*

A writer in the *Nineteenth Century* says: "In playing with democracy, politicians have played with fire and now shrink helpless before their own conflagration." The French Revolution is a century away, but its malignant spirit is in the air. Are the Huns and Vandals here? What shall we do with them?—*John A. Sleicher in Leslie's Weekly.*

We are today in the presence of an industrial revolution as vast as that of a century ago. We in America shall be wise if we, like England, practice preparedness, not only in the obvious surface requirements of dreadnaughts and citizen armies, but in the profound modifications of the social structure and consciousness.—*Arthur Gleason in The Century Magazine.*

"The New Order in Business"

AN EDITORIAL article bearing the above title, which appeared in The New York Tribune of September 23, 1917, brought many comments, and a second article based on these comments is in course of preparation. Some of the more expressive personal expressions follow:

. . . I am considerably in accord with the views and opinions to which you have given expression, and in particular I feel that more and more among business men in every field is the conviction gaining ground, and is being followed up, that no longer should business activities—and in this expression I include both commercial and industrial efforts—have for their purpose the accumulation alone of individual wealth, but rather the spread and increase of well-being and contentment and the promotion of the ability of all to render social service.—*Jacob H. Schiff, New York.*

Business is being humanized, and it is being bettered in the process. The humanizing of business is not a new thing; it has been going on for years. I mean by this that employers long ago realized that their employes were human beings. Furthermore, employes began to believe that employers were human beings. . . . Business is human, and the more we humanize it the better it is for all of us . . . It makes no difference who you are or what you do in our organization; it makes no difference how much or how little you earn, you know that you belong to a humanized institution . . . And it pays. It pays the employer; it pays the employe. It helps us all to know each other and to help each other. It means team work. That is what I call "humanizing" business, and I know it is bettering business, because I have seen it done. . . . *Thomas E. Wilson, President, Wilson Company, Chicago.*

I have read very carefully, and with interest and profit, your article on "The New Order in Business." I shall be very glad if you will send to me any future contributions you may make on the subject.—*Governor Lowden of Illinois.*

Your article, "The New Order in Business," is most interesting to me because I believe the best part of business life is the firing of one's imagination from the standpoint of the best means of giving service, whether it is for customers or for employes. Further than that, the man who does not have this point of view will very soon have no place in successful business enterprise. *Henry J. Cochran, Bankers' Trust Company, New York.*

There has been a recognition of the rights of employes and an increasing consciousness of social responsibility by the employer . . . Our civilization, as it develops, is increasing the interdependence on each other of men in every stratum of life and in every department of industry. Those whose natural abilities have made them great leaders recognize the truth of this relationship much more deeply than those of lesser intellect.—*Louis Wiley, The New York Times.*

I think that the war is gradually eliminating from our vocabularies, at least in a commercial sense, those familiar old terms, "capital" and "labor." I think that we are getting together in the light of a new conception of mutual interest. There is undoubtedly growing up a new order of business. I feel sure that you are expressing the sentiments of a very great majority of the business men of the country in your fine article in The Tribune.—*Lee Anderson, Hupp Motor Car Corporation, Detroit.*

I read your article with great interest, just as I read everything you write.—*George Creel, Chairman, Committee on Public Information.*

Creating Loyalty Among Employes

Advertising has the effect of bringing about closer personal relations between the employer and the employee, for the simple reason that the employe becomes much more familiar with the portions of the business which are not touched upon in his daily work. He acquires a perspective which could not be secured in any other way, and reaches a point where he is able to view the concerns of the company with more sympathy and understanding than would be possible if his attention were confined to his own activities. The difficulties which he may encounter and the grievances which may enter into his mind because of those inevitable frictions begin to be of less importance as the circle of his vision increases in respect to his own organization. It is not too much to say that unless an employe of a company can be brought into close relations with the organization it will militate against the best service to the stockholders and public. General advertising, house-organ work, and all those things which tend to give the employe more information regarding the policy, the facilities, the ideal of the company, have a large effect upon the development of those close relations which are necessary to this full outside service. Furthermore, they have a distinct effect upon the loyalty of the employe by giving him public reasons of a satisfactory character for his employment with them. This in turn has its reaction upon the public who come in contact with the employe, because the satisfaction of the employee and his attitude of enthusiasm toward his concern and their service increases the value of that service in the minds of the public with whom the employe comes in contact; and also increases greatly the feeling of reliability with which the concern is regarded.—*Harry Tipper in "The New Business."*

Bending the Knee to Labor

This war is proving that no one class is responsible enough to rule by itself. Russia is an example of the failure of labor alone to conduct a government. We're not going to have any Bolsheviki government. I don't know whether we're working on the right basis here today. *What we need is a campaign of education to solve the problem of labor, and not to bend the knee every time it makes a threat.* I honestly believe that Charles M. Schwab made the greatest mistake of his career when he stood up before his old college friends the other night and said that labor would rule our country after the war. Labor will not control the Government. Capital will not control the Government. No certain class will be all powerful. The Government will be controlled by all classes and that means a real democracy.—*From an address delivered by John G. Jones before New York Advertising Club.*

WILLIAM C. D'ARCY, PRESIDENT
ST. LOUIS, MO.

P. S. FLOREA, SECRETARY-TREASURER
INDIANAPOLIS, IND.

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NATIONAL ADVERTISING COMMISSION
NEW YORK CITY

ASSOCIATED ADVERTISING CLUBS

OF THE WORLD

GENERAL OFFICES
MERCHANTS BANK BUILDING
INDIANAPOLIS.

OFFICE OF THE PRESIDENT

ST. LOUIS, MO.
July 24, 1917.

Mr. Felix Orman,
37 Madison Avenue,
New York City.

Dear Mr. Orman:-

You will accept my apologies for not answering sooner your letter of July 9th, I am sure. Frankly, Uncle Sam carried out his part of the transaction, but I have held up answering because your little pamphlet, "Romances of Modern Business," had not come in. I waited to review this to more completely reply to your good note.

Frankly, I am not unacquainted with what you have been doing, and I feel a sense of pride in being able to understand what you contemplate doing for business. You have my indorsement and I will be glad to subscribe to anything you might want me to do that will expedite this whole work.

I trust it won't be long before we may have the pleasure of shaking hands. I would like to talk with you about the Associated Advertising Clubs' work and I would like to feel that sometimes you would talk over your name for the benefit of our subscribers.

Yours very truly,

W. D'Arcy

Putting It Up to Business

During the year preceding the war, the author was employed by the United States Government to find out how "big business" stood to the state in the principal European countries. He carried credentials from the President, addressed to the diplomatic service, which gave him access to the best sources of information. The deepest impression made upon his mind by this experience was a sense of the moral absurdity of the American business system in its ambiguous relation to the public power. He was persuaded by observation of the political and economic conditions that have proved so disastrous to Europe that the sway of socially irresponsible finance has become intolerable to the world and is coming to an end; and that the business system of the United States must make a quick choice between regeneration from within and military discipline from without. These opinions are not to be attributed to the Administration, but on the author's return to America at the outbreak of the war it was arranged by the President that he should visit various business communities in this country as a representative of the Secretary of Commerce, to suggest ways and means for the promotion of commerce through the development of a more scientific spirit within the body of the business organization. . . . —*From the preface to "The Great News" by Charles Ferguson.*

Solving Labor Problems by Advertising

There is one factory in New England where, it is said, a man never leaves, unless he is taken away in a hearse, and yet, twenty short miles away a competing concern is paying more money for the same work. The first firm has reduced its labor turnover by the simple method of advertising. . . . Selling loyalty, enthusiasm and pride is a more difficult problem than selling chewing gum, soap or breakfast food, and there are quality factors in every job. In the case of an individual plant it has proven entirely possible to make a man proud that he works there by advertising. . . . The appeal used can be made to sell a series of ideas, such as fellowship among the workingmen in a plant, confidence in the executives, that promotion and fair play is a permanent policy. . . . What a plant can do, a town can do. . . . Almost any industrial centre in America can put over a similar campaign and everybody in the town benefits by it. Civic pride is fostered, and contentment takes the place of dissatisfaction, the labor turnover problem gets a wallop between the eyes and more war material gets started on its way "over there."—*D. P. Carpenter in Printer's Ink.*

Letters from Advertising Club Officials

Harry Tipper,

Chairman, National Educational Committee,
Associated Advertising Clubs of the World,
New York.

As you perhaps know, I have been quite interested in the development of advertising copy the last few years, and I have been very distinctly of the opinion that in order to deliver the increased efficiency which should be delivered, the advertising copy of the future must contain a great deal more of the specific illumination due a proposition which alone will appeal to the consumer in the degree which such advertising writing should appeal. I have, therefore, been much interested in your work in providing a type of advertising writing of which the industry stands in much need. That is, advertising which not only goes into the specific character of the industrial organization but develops the romance which is inseparably connected with its growth. I am delighted to see that you are continuing with this work and hope that the future may witness a considerable development of it.

George B. Sharpe,

President, Advertising Club of New York.

I have your favor of July 9th; also copy of your brochure, "Romances of Modern Business." These, I understand, were prepared for the Quoin Club as a part of their campaign, and I am sure must have been influential in bringing about a better understanding on the part of many magazine readers as to the power of advertising, and the part it plays in modern merchandising. As I understand it, it is your intention now to operate independently along somewhat the same lines, serving such institutions as may feel the need of your method of presentation. I am sure I wish you well in your enterprise and trust I shall have an opportunity of meeting you at an early date.

A New Sentimentalism

A new note of responsibility is coming out of the war. This is, that Government must be a little more human and nearer the people. We must re-enact a democracy of our own. There is still going to be room for individual initiative and every opportunity for development. Success tends to bring selfishness, and in some ways we've been drifting farther and farther apart. We have been finding it more difficult to settle differences between capital and labor. With the war, however, we have taken on a new viewpoint. Especially is this true of our boys in service under the conscript system. They represent every class of citizen. They're going to know each other better. When they come back from this war, having learned to recognize the good in one and the bad in the other, and assume their places again, thousands and millions of them, there will have been awakened in them *a new sentimentalism*, if you will, that will make these boys far abler to solve the problems of tomorrow.—*Governor Edge of New Jersey.*

Why Work at All?

A demand for a six-hour day for all workers was one of the planks inserted yesterday in the Socialist platform at the final meeting of the annual convention of the New York State Socialist Party, held at the People's House, 7 East Fifteenth Street. This demand was introduced by Alderman B. C. Vladek, and was passed by a vote of 86 to 20. In speaking for the resolution Alderman Abraham Beckerman said it was the duty of the Socialist Party to lead in its political and economic demands in behalf of working men and women. "The Republican and Democratic Parties will probably ask for an eight-hour day," he added. "It is for us, if we are worth our salt, to make a demand for a six-hour day. Before election time comes around the Garment Workers' Union and the Amalgamated Clothing Workers will have a forty-four-hour week, so that our demands are not at all excessive."—*From a news report in The New York Times, July 1, 1918.*

On the Fine Art of Getting Attention

UNDER the title, "Advertising Copy that Gets Attention," an editorial article in "Current Opinion" pays this remarkable tribute to a story-advertisement:

"Now and then an advertisement appears which is so different, so pleasing, so attractive, that we devour every word. A recent example was the twelve-page story of the White Company of Cleveland, under the caption of 'Quickening the Wheels of Industry.' This advertisement possessed all the force of the best business literature, and there wasn't a dull or uninteresting line in the whole twelve pages. Recognizing the power of human appeal, the writer opened his story with a practical application, and then deftly led the reader through a recital of the unusual advantages of the White Truck. If advertising men would spend the time they now waste trying to construct type contortions, and would give more attention to the simplicity of the printed page, they would learn much about the fundamentals of the fine art of gaining attention."

The story-advertisement entitled "Quickening the Wheels of Industry," was written by Felix Orman.

"*Interest Value*"

The growth of the "story" style of advertisement, running from one to four or more pages, written up in the style of an article, must be discomforting to those critics who used to tell us that you must be fearfully brief or you could not get the attention of the reader. Once more we see demonstrated that the amount of attention advertising gets depends altogether on the "interest value" put into the copy.—*Printers' Ink.*

It may be possible to be original, it may be possible to be clever, and get attention. But there is only one thing that will last and will be continually beneficial and that is *informative copy.* You must know the subject and then you must make it *known.*—*Harry Tipper, in an address before the New York Advertising Club.*

Felix Orman has not only the eyes to see the stories in big business, but knows how to tell these stories in an interesting way. Coupled with his ability, he has all the energy that is needed by a man who not only hopes to hold his place, but secure a better place in New York.—*Associated Advertising.*

Fascinating Business Literature

Every firm, could it only realize the fact, has a fascinating story to tell the world. No matter how technical, it need not be dry; no matter how practical, it can be written in a lively way. That story well told, whether in the guise of a catalogue issued to the general public, or of a house organ issued to other firms, helps to exploit goods in a better, because more imaginative, manner. It leaves a delightful impression upon the reader's mind. "Here," he says, "is a firm that is human, very much alive; a firm with a purpose more substantial, more ethically sound, than that of mechanical profit-making." Modern firms give that imaginative touch to their printed matter which focusses the sympathetic attention of public and trade alike upon all they do. . . . At present only a handful of the most progressive business men recognize the value of that thing called "psychological effect." The average piece of business literature is still absolutely dead. It is a stereotyped production couched in set phrases, buried in a tomb of type, lacking both originality and distinction. Because the psychological effect of such rubbish is ignored, the bulk of the circulars, catalogues, leaflets and letters showered upon the heads of firms and the heads of households hardly receive a glance. . . . Business literature more than any other kind of printed matter depends for nearly all its potency upon its *appearance*, its dress. —*Charles F. Higham in "Scientific Distribution."*

The Appealing Business Story as an Advertising Force

There is one important phase of advertising that borders closely on fiction, and millions of dollars are regularly invested by hard-headed business men in this kind of publicity. It is the story-advertisement, of which there have been notable advertisements, one in particular that of an automobile company. These stories took the reader to ride in a fast, powerful car, and the dramatic action was so great that the sales are said to have jumped. . . . The advertising copy-writer often finds the conditions confronting him quite similar to those of the literary worker. He must clothe his point in human action that will grip the attention. . . . There can be no doubt that some of the best advertising of today is written in story form, and the future of the advertising story promises to be more and more important. Just as the imaginative advertising characters in the illustration tends to humanize the product, so the characters in the written advertising story get hold of the buyer through the emotions. In almost every business there can be found advertising material of the most valuable sort that might be turned into this kind of publicity.—*Edward Mott Woolley in Scribner's Magazine.*

Making Advertising Picturesque and Persuasive

(*Val Fisher in "The Advertising World," London, England, October, 1915*)

WE ARE glad to have read a collection of specimens of special industrial editorials, story-advertisements, and general industrial promotion matter written by Mr. Felix Orman, Industrial Editor of The Outlook, New York. As a writer of story-advertisements, in particular, Mr. Orman can have few rivals. The most notable thing about his work is not, perhaps, that he can contrive so successfully to inject a strong interest, a real reading interest into advertising matter, but that he can vary his treatment so happily to suit the many different propositions with which he has to deal. The writer of story-advertisements is very apt to become stereotyped in his methods and so to make the interest of his work a steadily and rapidly diminishing quality. Not so Mr. Orman. None of his stories reminds the reader of any other. Each is fresh and individual.

Among the story-advertisements before us are examples dealing with life insurance, a fire extinguisher, pleasure and commercial motor cars, a railway company, a newspaper, and one on Mr. Orman's own pet subject, "The Growth of the Story Form in Advertising." This indicates the wide range of his work. He presents the advertiser's case in the most persuasive and convincing manner in each instance, mainly because he has obviously been studiously careful thoroughly to master it. He is by no means content merely to recommend the advertiser's goods or proposals, but sets himself to show what is their real place in the general scheme of things. He studies the whole commercial and social sphere to which they belong, and explains exactly how they fit the requirements of any given situation. His special pleading is powerful to influence opinion because at all points it is supported and reinforced by solid facts. When it will serve his turn Mr. Orman knows how to be picturesque; but he is not a "hot air" writer, and he is not out to bluff the public, only to place sound propositions before them in the most arresting and appealing manner.

The promotion literature sent out is largely devoted to the cultivation of the national idea. Its aim is to further a "movement that will familiarize American consumers with American-made goods" and induce them to give a substantial preference to the products of their own country. The case in favor of it is very strongly presented in the promotion matter occasioning these comments, which is undoubtedly calculated to appeal most effectively to American advertisers.

The Story Form Advertisement

The story form is one of the safest and most widely useful of all human interest appeals. It is written in much the same way as the stories in the magazines but instead of beginning with the most important facts about the article, it begins logically with the incident that set the story in motion.

Because of the general aversion to preaching, the dramatic form is sometimes a safer method than the direct appeal. Here the advertisement becomes a monolog by some pictured or otherwise visualized character. Exhortation or advice is given by him, and is therefore less likely to offend. Moreover, the use of this character has greater realism and a stronger personality. . . . The monolog should begin with a tense moment or a crucial situation in the life of the person addressed. . . . The dialog is only a minor variation of the monolog and the same general principles apply to it. . . .—"*Advertising; Its Principles and Practice.*" *Tipper-Hotchkiss-Hollingsworth-Parsons.*

The Story Appeal in Advertising

The art of writing, the literary touch, can be employed to make advertising more effective, just as the art of the graphic artists is employed to make it more effective. The man who writes a story employs a certain technique to make that story effective. His choice of words and the mental images that they invoke, his sense of proportion, of supression of unessentials, the playing up of big points, the whole literary craftmanship which makes a short story effective, or a long story effective, for that matter, has an object not dissimilar from that of the advertisement writer. He, too, has a story to tell, a story addressed to the same mind, and while his ulterior object is to make you like, not his story, but the *article* he is describing, in a sense it is the contents of his advertisement to which he wishes to draw attention, just as on the part of the story writer, it is the part of the story—the idea in it or the characters—which the story writer is trying to sell you. Advertising prepared along the same lines that actuate the artist up to a certain limit. . .will enhance the value. Sometimes the advertisement writer takes advantage of the world-wide love of a story and tells one. The human race are all big children when it comes to stories, and teachers in all ages have taken advantage of this amiable weakness to administer a small dose of moral in a vehicle of narrative. Christ taught by parables; Nathan administered his rebuke to David beginning, "A certain man had a little ewe lamb," and Scheherezade saved her life and incidentally invented the serial story by the tales she told her suspicious spouse. Many passages in Kipling have qualities of good advertising. —*Earnest Elmo Calkins in* "*The Business of Advertising.*"

NEW YORK UNIVERSITY
SCHOOL OF COMMERCE
ACCOUNTS AND FINANCE

DEPARTMENT OF
ADVERTISING AND MARKETING

DAY AND EVENING SESSIONS

WASHINGTON SQUARE
NEW YORK CITY

April 30, 1919.

Mr. Felix Orman,
37 Madison Ave.,
New York City.

Dear Mr. Orman:

For some years I have noticed and admired your work. You are one of the three men of my acquaintance who have made a real contribution to the art of writing advertising copy by introducing into it the dramatic elements which are in all forms of writing so vital a factor in securing reader-interest. If more advertising copy were like yours, more advertising copy would be read by more people.

Cordially yours,

"The Spell of the Nine Muses"

Another thing that is helping musical education is the style of copy that some manufacturers and dealers are using —interesting stories based on music. As examples we might mention the story advertisement, "The Spell of the Nine Muses," by Felix Orman, used by Kranich & Bach and reprinted in this issue of the *Musical Times*, and the advertisement entitled, "In My Neighbor's Garden," prepared by the Aeolian Co. and republished in our columns last week.—*Musical Times.*

I have just finished Mr. Orman's finely-written and absorbingly interesting article on The Chicago Tribune in The Outlook of January 27th. Orman's intelligence, self-restraint and ideals, combined with an unusual power to express himself with dignity and yet with popular appeal, seem to me remarkable. He showed those qualities very strikingly in the Hupmobile article, as well as in The Tribune article. It is a new kind of advertising.—*Lawrence F. Abbott, of The Outlook.*

The New Advertising

Felix Orman, whose articles on business subjects often attract attention, contributed "The Growth of the Story Form in Advertising" to the March Judicious Advertising, urging more advertisers to adopt the plan of telling, in story form, the stories of their businesses. He believes that advertisers should oftener use the methods that make the editorial columns of publications interesting and suggests that such stories could be in a number of brief installments or could be longer with equal value. He believes people are more interested in advertising than the average advertiser believes they are. He says he has time and again heard practically the following comment from advertising authorities—many of them:

"Advertising is being read more than ever. Advertising is registering itself more than ever as a vital force in the business as well as in the social life of the country. But we must make advertising so strong in its appeal that it can be propelled by its own power. And to do this we must make advertising interesting, informative and educative. So the New Advertising must have its solid commercial propaganda underlie the interest that will make the public read advertising with the same interest that it reads the editorial text of a publication. This will be achieved in the story form of advertising."—*Associated Advertising.*

This story-advertisement of Mr. Orman's is so good a narrative, so excellently conceived and written, and withal an article so full of good ideas and fine values, that it really would be of compelling interest as an editorial article. I had no idea that advertising matter could be written with such force, restraint and dignity.—*A magazine editor.*

The Fictionization of Facts

(From an article by Lister R. Alwood in "Macks," house organ of the Joseph Mack Printing House, Detroit)

"SINCE my concern has added a tone more human, more natural and more truthful to our daily announcements in the newspapers, we have experienced a gratifying increase in the trade-volume of our store. I say that a rutty advertising man is one of the crustiest specimens of habit-barnacled humanity that ever drifted into the port of Hasbeenville. We were eternally talking values that never were and dressing even our *de luxe* departments in the homely gingham of bald prices and stereotyped barker's English. Why? Because everybody else did it!

"We changed all that. We glorified our ads—storyfied them. We put into our copy the atmosphere of the Orient, and often the romantic story of hazardous buying adventures; we built glamour and atmosphere around our merchandise, until people wanted, not anybody's gloves or shoes or millinery or dress-goods, but *ours*. All the world loves a story and will scramble for it, and call for more; but the sermonizing of most sales-text it wholesomely abhors. The crowded theatre-box and the yawning church-pew voice this difference every day."

"That's the point, precisely," spoke up a third. "Facts must be *fictionized* before they will be welcomed and assimilated. We've got to put the same *incentive to reading* into advertising pages that the keen, close-to-the-public editor crams into every available paragraph of his feature and fiction pages."

"But is it possible," interposed a man who had not yet spoken, "is it possible to handle the hard, prosaic facts of any business in this fictionizing way and still be sure that the sales-clinch, the urge to buy, the propulsion of the prospect toward a distributing point of the product or the service, will be in it?

"Has anybody done it yet, and have they been successful at it? Like Hashimura Togo, I 'ask to know,' because I am frankly converted to the idea that this newer note in advertising rings true, and pretty high up the scale, as well."

The speaker who had just preceded him picked up the thread of the subject with renewed vigor. "I can answer an emphatic '*Yes*' to these questions of yours," he declared.

"I happen to be personally acquainted with Felix Orman, the special writer in New York who has done a great deal to popularize this newer type of advertising, and he tells me that in the case of one of these advertisers this fictionization-of-facts form of publicity was chosen in a great national crisis that very seriously affected that industry."

Wherever facts *can* be storyized, they should be. Results already enjoyed by many a big business indicate that the "sales-punch" is there, and whenever the public's love of the story is satisfied by the sincerity of the advertiser, it generously reacts to his buying suggestion.

Building Community Thought

Now—while this world-wide emotional current of democratic thought is surcharging the minds of men, while the herd-spirit is suggestible and open to impression—now is the time for American economic and industrial leaders to establish unity of feeling with the masses by adopting "service" as their slogan, by meaning it, and by making the people conscious that they, too, welcome the privilege of serving.

The development of a public consciousness congenial to a fair and just understanding and arrangement is, at present, the thing most to be desired by all. . . . A desirable public attitude of mind can be brought about by scientifically conceived and executed propaganda of an open nature, indefinitely better than by any kind of secret propaganda, gum-shoeing or lobbying. The wonderful solidarity and cohesiveness shown by the German people through all the privations and distresses of the present war are due almost entirely to consistent propaganda. . . . Advertising has been a great factor in building up social thought and community spirit. . . . Only that type of advertising which appeals to the instincts, desires or emotions is productive in the building of widespread public habit of mind. . . . If the industrial and financial leaders of the United States once fully realized what a fundamental, persistent and irrepressible thing this community feeling is in man and adapted their policies to this law of nature, instead of trying to run counter to it, the day of abiding industrial peace between labor and capital would be materially hastened.—*Arthur Acheson, in "Co-operative Advertising and Industrial Peace."*

An Evangel of Health

"What has advertising to do with health?" someone asks. Here is the answer: Advertising has revolutionized the diatetic habits and merchandising methods of the people in such a way as to prevent disease and conserve the public health. Advertising has driven the store cat from the cracker barrel and has chased the mice and bugs out of breakfast cereals. It has blown the dust out of tea and has scraped the germs from your breakfast bacon and sausage. It has sifted the sweepings from your sugar and coffee and has prevented the grocer from putting glucose in your maple syrup. How has advertising done all this? Advertising has brought to your table and mine the sanitary food package. It has educated the public away from bulk goods—which were always dirty, unsanitary and full of germs—to the packaged goods that are sanitary and dirtproof.—*Truman A. De Weese, Shredded Wheat Company.*

Letters from Bankers

Seward Prosser,

President, Bankers' Trust Company,
New York.

It does me good any time I can see a man of constructive character lending himself towards trying to understand the difficulties incident to the period of readjustment to come. The views which you have with regard to your own personal work are not very different to the ones which we, as an institution, try to practice, and I hope we both may prove to be playing a worth-while part.

Hon. Theodore E. Burton,

President, Merchants' National Bank; former United States Senator from Ohio,
New York.

At present my thoughts are absorbed in methods to win the war. However, it is appropriate that at all times we should be looking ahead, and I recognize that problems will arise at the close of the war which will tax the judgment of the very wisest. In my opinion the antagonism between business and the public is largely the result of inadequate information and misunderstanding. When the war is over the searching question will be asked of everyone "What did you do to win the war?" I regard this as a golden opportunity for men of all classes not only to build up the country now but to build for themselves in the future.

Francis H. Sisson,

Vice-President, Guaranty Trust Company,
New York.

I have read with much interest your letter announcing your plans to publish a book on "Interpreting the New Order in Business." I am in such complete sympathy with every effort directed toward helpful publicity in connection with economic questions of all sorts that I welcome this announcement on your part. God speed the day when unity in thought and cooperation in action may follow better understanding! Dispelling the shadows of ignorance and misunderstanding, in which a whole brood of social and industrial evils thrive, is a man's job, to which all of us who see the vision can address ourselves with profit. More strength to your elbow!

Distributing Thought

The time has arrived when enlightened men see that there is no emotional issue or economic impulse with an influence upon human action that advertising cannot touch. It dusts men's minds. In the commercial world, it not only sells, it explains, interprets and teaches too. It helps to make the public connoisseurs and adds to the social and economic welfare of the State. . . . By wise advertisement one can rouse a community from a comatose, lethargic state, and instill, in place of this, a spirit of high enterprise and self-respect. . . . We distribute goods today with far more skill than we distribute thought. . . . The progress of the world waits upon the thought of the majority. How best to educate, clarify, vivify a nation's collective mind is therefore the one comprehensive problem. . . . Advertising is not only a selling force; it is the force which should work the scientific distribution *of all forms of intelligence*. . . . If we gave to our thought a fraction of the consideration that we give to our physical selves, miracles would at once occur. If we were as scientific in the distribution of ideas as we are in the distribution of commodities, the wailing of idealists would cease. . . .—*Charles F. Higham in "Scientific Distribution."*

"America Must Advertise"

. . . Foremost of things necessary to sustain our Army and Navy and the whole Allied line is a certain something that gives life and substance to human endeavor. Production is dependent upon it; mobilization is dependent upon it; final victory is dependent upon it. Without it nothing has succeeded in the past and nothing ever will in the future—neither a person, nor a corporation, nor an industry, nor a war. That something is enthusiasm. No nation has a monopoly of emotion; but some nations excel in means of exciting it. Germany has taught service to the States by extolling war itself as the greatest glory of life. Our philosophy is different, but our enthusiasm need be no less intense. . . . Newspapers, weekly and monthly magazines absorb us day in and day out. What better facilities for expression—publicity—could have been provided to promote enthusiasm? Publicity indeed is an American invention. Without it democracy would be impotent, industry and business inoperative. America has a penchant for publicity, for advertising, for salesmanship. . . . We laugh and cry, we work and play by the stimulus to our imaginations. Shall this, like certain other American inventions, remain unused while other great nations develop from these selfsame things a greater utility?—*David Lawrence, in The Saturday Evening Post.*

BENJAMIN F. HARRIS,
American Bankers' Association.

I am glad to see that your reviews of business activities and their relation to the welfare of the nation have been as interesting to many other business men as they have been to me, for I believe that you are rendering a distinct service. Very properly and very tardily we are getting ready to protect this country against aggressions that may grow out of the war, and we have also been criminally negligent in failing to protect our industries and agriculture against trade and labor invasions after the war. It would seem to me that articles bearing on this subject; methods of raising our revenues while the war is still in progress, and the best business opinions on the after-the-war phases of the industrial and labor situation, are of vital importance.

F. W. PHILLIPPS,
Vice-President, Harriman National Bank,
New York.

I feel certain that your prospective work will prove instructive and stimulating.

Advertising the Instrument of Democracy

Advertising is a child of the printing press, which brought democracy into the world. In retail trade, in general trade, in international trade, advertising is bringing, and will always bring, democracy to business. Now democracy is not socialism. Over against that leveler it stands for the individual, for his initiative, for his rights, for his freedom. Democracy is the creed of the gospel. It is the hope of all, for it conserves justice to all and opportunity to all. Democracy, therefore, is applied righteousness. In bringing democracy into business, advertising is a sure and unfettered force that works for freedom. . . . Now if we are to serve and at the same time continue to grow in a democratic and competitive world, we must serve with the utmost efficiency. Today the business world challenged advertising as to the character and cost of its service. If advertising is unable to meet that challenge, head-on and without evasion, it cannot hold its place and grow—indeed, in the long sweep of progress it cannot survive.—*Herbert S. Houston, before the Ad clubs.*

Sub-Soil Advertising Possibilities

Of late as the Schoolmaster has scanned the newspapers from near and far, he has been impressed by the outcropping of ads which have a social rather than a sales service to perform. . . .

Now these would be interesting even if they were only isolated instances—but they are not. In many localities full-page advertisements are bobbing up dealing with particular subjects of both local and national significance.

In St. Paul and elsewhere there are big campaigns urging every man to do his utmost in producing whatever his work may be. "Put your shoulder to the wheel," is the slogan.

Many communities are conducting campaigns to sell themselves as desirable places, lest the lure of the just beyond tempt their young people and their labor away. . . .

It is not improbable that this kind of advertising may be a good heritage to us from the war. There seems to be growing out of the war a higher sense of community joint interest that finds expression thus in this co-operative advertising effort for common ends.

Again, the newspaper publishers of the country are appreciating more and more that in their circulation and their pages they have potentialities for service through advertising, hitherto more particularly devoted to the more purely commercial individual advertiser. . . . The war is demonstrating some of the sub-soil possibilities of the power and possible scope of advertising for any conceivable purpose and service.—*Printers' Ink.*

President: Fred Newton Scott, University of Michigan, Ann Arbor Vice-President J. B. Smith, Marquette University, Milwaukee
Secretary-Treasurer: Carl H. Getz, Ohio State University, Columbus

Members of Executive Committee, Grant Milnor Hyde, University of Wisconsin, Madison
H. F. Harrington, University of Illinois, Urbana.

AMERICAN ASSOCIATION OF TEACHERS OF JOURNALISM

OFFICE OF THE SECRETARY

April 14, 1917.

Mr. Felix Orman,

37 Madison Square,

New York city.

Dear Mr. Orman:

I think it will be of interest to you to know that your book, "Romances of Modern Business" has won the unqualified approval of a large number of teachers of journalism. I really think you would be surprised if you knew just how many teachers are using your articles in their classes.

The work which you are doing in injecting humanism into business is truly admirable. You are helping many of us to see the more picturesque sides of modern business which so frequently appears both colorless and dull.

May you continue the good work you are doing with even greater success.

With all good wishes.

Yours faithfully,

Carl H. Getz

What Speech Is to the Individual—

There is nothing that passes over my desk which I consider so important as advertising copy. It is one of the very few things which is too important to delegate entirely to someone else, at least now. . . . *Advertising is to a business what speech is to an individual.* When you, as an individual, are introduced to a group of business men with whom you hope to have business dealings, you are very careful what you say and how you say it. You know that what you say is being carefully weighed. If you exaggerate even slightly they will size you up as being undependable. If you say what your hearers know to be untrue, you will be set down as being untrustworthy. If you speak in a loud, blustering voice, you will be adjudged a braggart, or if you say things which are obviously intended to impress your hearer with your superior wisdom or ability, you will be disliked. . . . So you are careful to do and say things which will reflect your true personality and leave a sense of trustfulness in those you talk to. . . . We are trying to give our business just that sort of a personality. We are going to do and say things which will truthfully reflect our business aims. . . . Where a lot of people make a mistake is that they spend thousands of dollars advertising their institution and its service, and then they *undo it all by sending out an army of salesmen who have utterly failed to catch the spirit of the house behind the advertising.—Thomas E. Wilson, President of Wilson & Company, the Chicago meat packers, in an interview with Cameron McPherson, in Printer's Ink.*

"Community Value" of Capital

Sometimes a telling phrase illuminates a subject in a way that even the longest explanation may fail to do. A year or so ago Mr. Frank A. Vanderlip gave the country a gentle jar by saying that we are "a nation of economic illiterates."

It was not especially agreeable to be told this, but the phrase went home because it was true. And after a good deal of talk about "The New Freedom" it was, on the whole, refreshing.

In a recent article in "The Railway Age-Gazette" Mr. Vanderlip speaks of the great need there is that the people of the country should realize the "community value" of capital. When our eye caught the phrase we read "communal value," but it is better as it stands.—*From an Editorial in The New York Tribune.*

Letters from Advertising Agents

Ernest Elmo Calkins,
Calkins & Holden,
New York.

I am glad you have made up your mind to devote yourself entirely to a work for which you have given such a strong evidence of fitness. There is no question but that there is need for an interpreter of business to the public—something more than the mere selling of goods to consumers. There is a great deal of bigness about big business that has not got over. The men responsible for it appreciate it, but not many of them are gifted with tongues; nor is it usually possible for the man who is inside, close to the job, to get the right point of view, the right proportion. Your long training in connection with The Outlook and otherwise in this work shows that you have a good deal of equipment for writing interestingly about industrial things, and especially for giving to what might easily be a bare and dull chronicle, that touch of imagination which makes it interesting reading. I see no reason why there should not be a very large demand for the kind of work you do. I should think that advertising agents would find frequent opportunity to employ you. The demands made upon an advertising agency are becoming every day more stringent and cover a wider ground. . . . We must employ specialists to do certain things, and if these specialists are of the kind whose time we cannot use regularly, then they must work outside the office. There is a vast amount of work to be done in connection with large accounts which is unprofitable for an agent to do anyway, and which you could do on much more profitable terms because you are under a much less overhead. Special articles for house organs, introductions to catalogues, descriptions of the plant or business for any purpose, are becoming subsidiary to the real merchandising work that an agency is now called upon to do —so there seems to be a place for you in our cosmos. Such work as yours will be entirely apart from that of the advertising agency, so much so that I can easily see how all agencies could use your services from time to time.

Frank Presbrey,
Frank Presbrey & Company,
New York.

I am very glad to know that you are to engage definitely in the special line of work with which your name has been so successfully associated. I have greatly admired the work you have done as published in The Outlook and in the standard magazines for the Quoin Club. I wish you the fullest measure of success and if there is any thing in which we can co-operate I shall be particularly glad.

The Great Commercial Reserve Army

No more weighty and splendidly truthful words have been written on the increased power and real significance of advertising in war time than these taken from an advertisement of The Multigraph. Every advertising man should read them, ponder over them and let their meaning sink well into his consciousness. This logic applies with equal force to *all advertising*:

"The advertising men of America have a more important function to perform in the months ahead than they have ever had in the history of business. They form a great reserve in the commercial and industrial army. And they must *fill the gaps* that have been made and will be made by war in every selling force throughout the country. On advertising men devolves the work of making it easier for those salesmen that are left and for salesmen less experienced now replacing others gone, to get the orders that *must be had* to keep the smoke still belching forth from factory chimneys. Advertising and especially direct mail advertising, must be used in greatly increased volume to do far more of the selling job than ever before, to prepare the minds of men for the salesman's call, to do all the preparatory and educational work so that every salesman can make two calls and get two orders for every one he got before."

The Renaissance of Advertising

When one nation, finding itself in the midst of a world-war, appeals to the patriotism of its citizens through the medium of the advertising page; when another, hovering closely upon the brink of war, calls upon advertising to disseminate plans of national defense; when churches throughout the land, in an effort to extend their sway of influence, use the advertising columns of the newspaper to urge religious faith; when vast moral and political issues invoke the aid of advertising—then advertising takes on a new significance and becomes something more than a powerful business force.—*Jacob L. Ellman in Associated Advertising.*

Metaphysics of Propaganda

Since the war is with us . . . it may be permissible to try to gather a little incidental comfort from the fact that it came now rather than at some other time. For it will be of material aid in establishing the fundamentals of a science which only lately has come to be recognized as such, the science of publicity. Twenty years from now our universities will all have professional schools in which *the ethics of publicity and the metaphysics of propaganda* will be taught along with the methods; and the bulk of the material in the textbooks will be evidence provided by the war.—*From an Editorial in The New York Times.*

HARRY DWIGHT SMITH,
Fuller & Smith,
Cleveland.

I am sure that in your new work you will do well and you will deserve the support of American business men. You have a very interesting way of interpreting the spirit of industry to the public in general. I trust your new effort will give you an opportunity to broaden the scope of your work and bring it before a wider audience. You have my best wishes for your success. Regarding your article on "The New Order in Business," in my judgment you have much the better argument in the controversy between yourself and Mr. Charles Ferguson. . . . Twenty years of active experience in business, and a thoughtful analysis of the varying phases of business derived from this experience, convince me that both a moral and social consciousness has been developed within business during that period. . . . It seems to me that you sum the whole thing up most excellently in one paragraph in your article which appears to me to be so full of truth and prophecy that I am going to have it printed on a card, over your signature, to hang in my office.

S. WILBUR CORMAN,
Corman-Cheltenham Company,
New York.

I am glad to have your letter of the second of June, telling me of the important new work you are undertaking. There is no question in my mind as to the desirability of big business expressing itself, and you certainly have the equipment and experience to make a considerable contribution along such lines. It would be surprising to me if you do not provide the means for advertising agencies extending their service to clients in co-operation with you.

JOSEPH A. RICHARDS,
Joseph Richards Company,
New York.

I have your letter of recent date informing me that you were about to conduct a special work as interpreter of the new order of things in business; in other words, were going to write a story of modern business as it is found here and there throughout America. This information gives me considerable satisfaction, and I feel sure from what you have done in this line hitherto that you will meet with no inconsiderable success, and it is not at all unlikely that our agency may need your services for some of our clients.

The Spinal Column of Idealism

America claims that what she is fighting for in this war is her national ideal. Advertising is the spinal column of idealism. The only way a man with an ideal can be anything other than an anaemic or wistful person is by expert, cool, studied advertising—by grim, hard work in getting attention—by inventing a way of precisely, scientifically and culminatingly touching the imaginations of men with the way his ideals work. Of course, advertising in this sense includes spending money, energy and genius in demonstrating an ideal, in dramatizing it in miniature or presenting a working model of it.—*Gerald Stanley Lee, author of "Crowds," in "The Air-Line to Liberty."*

Advertising and the Firm's Esprit de Corps

One of the problems that faces many concerns at present is the proper assimilation of the large number of new workers that are flowing into their organizations. Naturally, these recruits are taking their positions without an intimate knowledge of what their firm stands for, of the ideals back of it and of the service that it is aiming to give its customers. It is important, of course, to have these new employees catch the esprit de corps of the organization as quickly as possible. The sooner they get the "spirit of the hive," the better it will be for their work. . . .

Nearly every form of advertising has been successfully used to develop loyalty and team work in employees. Many concerns issue interesting little magazines for the sole purpose of developing their workers and of binding the organization closer together.

. . . Working by themselves, salesmen are likely to forget that they have a strong house behind them. The publication keeps them in touch with what the rest of the organization is doing. . . . As a matter of fact, making sure that employees see the company's advertising is a good way to tighten the bonds of the organization. Advertising tends to inspire pride in the workers. They like to work for a big advertiser. Advertising dignifies their job. It stimulates them to maintain the service and quality standards established in the advertisements. It gives them more confidence in the security of their positions.—*Printers' Ink.*

WILLIAM H. RANKIN,
William H. Rankin Company
Chicago.

The high ideals for which you are working and for which you have always stood lead me to believe that the work which you now have in mind is worthy of the very best effort that you can put forth, and knowing you and your ability as I do, there is no doubt in my mind regarding the success with which you will meet. I do not know of anybody who is better able to carry through to a successful conclusion the work which you have outlined, and I assure you that you have my best wishes in this undertaking. The title which you have so aptly applied to this new work is indeed fitting. I can readily see how and why your work would be a stimulus to the agency's service to the customer. May you meet with the success that you deserve in this good work.

WENDELL P. COLTON,
W. P. Colton & Company,
New York.

I am glad to learn of your decision to establish yourself shortly as a specialist in the preparation of articles dealing with industrial progress and business development. Your long experience in this work and your admirable record with The Outlook should enable you to be of great assistance to business men in interpreting to the public the true value of their industries, and I wish you the utmost success in the undertaking. I recall with particular pleasure the able and intelligent way in which assistance was given us in the preparation of several special stories of this character, and I am sure that the same careful and painstaking work which made these stories so successful will enable you to attain equally satisfactory results for those who are fortunate enough to secure your services.

MAC MARTIN,
Mac Martin Advertising Agency,
Minneapolis.

There undoubtedly is a great field for the uplifting, optimistic interpretation of the heart of business these days. I know of no one better qualified by temperament and experience to write such copy or to carry on such work. The only trouble I find with it is one of those fundamentally necessary things which are hard to turn into forms calling for the compensation they deserve. The spirit of business must win this war. American business has the right spirit, but without the mouthpiece it is confined to too small quarters to be of usefulness. That is your work and I wish you success in anything and everything you undertake.

Woeful Misunderstanding of Advertising

There is a woeful lack of understanding on the part of public men and the public, too, for that matter, not to mention national advertisers themselves, as to the real economic value of advertising. The thing crops out every day or so.

It ought to make an advertising man blush for shame to read the Congressional Record, wherein Congressmen who, we must admit, represent the people, show the grossest ignorance of advertising as an economic selling force. Statements that reflect upon it as a slick, sharp method of selling goods to someone who doesn't want them, get by without a friend to refute them. The root of most of the adverse legislation which is proposed, lies in this misunderstanding of advertising. . . . It all goes back to the woeful failure on the part of advertising men to sell their own product. They have not yet convinced the public that advertising is sound economically. They have convinced the public that advertising will do unheard of things and that millions, and yes, I believe it is a billion dollars, is expended in this trick of selling. Somebody is going to write this story some day. It will have nettles on it and if it tells the truth with winged word it may arouse the leaders of the advertising world to take some of their own medicine. I feel pretty deeply about this because my contact with big business men and public officials during the past two years leads me to believe, in the words of the censor, that "it is a serious if not a critical situation."—*Merle Thorpe, Editor, The Nation's Business, in Associated Advertising.*

Almost a Business Cure-all

The more I have studied, worked with and seen the results of full, frank and complete publicity, the more I have come to believe that it is almost a cure-all for many of our modern business ills. I believe that the reason why publicity in our day and generation can accomplish so much is primarily because of the intelligence and fair-mindedness of our people. . . . So far as complete publicity has been practiced in our large industrial corporations it has been equally successful. Is it not high time, therefore, that we gave more thought to and applied in a more practical way, the principle of publicity in our industrial and political affairs? . . .—*George W. Perkins, at the American Newspaper Publisher's Convention.*

W. HADDON JENKINS, JR.
The Power, Alexander & Jenkins Company,
Detroit.

I am, indeed, delighted to hear that you have decided to carry on your splendid work independently. A bigger, broader interpretation of modern business is obviously quite essential if the general public is to appreciate the underlying motives of our true Americanism. We have idealized business and the business obligation as no other nation in the world, and it is a distinct service to interpret these ideals in their fullest significance. Your work in the past speaks for itself. You have told "The Romances of Modern Business" as only the man of nicely controlled imagination could tell them. You will be successful, I know, though hardly as successful as you deserve to be.

L. A. VAN PATTEN,
New York.

If the rumor is true that you expect to open business under your own name, and devote your time to writing special industrial articles, accept my hearty congratulations. I think you are probably doing a very wise thing in establishing a service agency of your own. You could not go into a line to which you are better adapted, and I hardly see how you can fail to achieve a big success. Your work with The Outlook in this direction was noteworthy, and that alone, no doubt, has won a reputation for you which will bring much business your way. You have obtained a satisfactory position in the advertising business and specializing on industrial literature, as you evidently plan to do, ought to bring you good rewards. Let me wish you every success.

ARTHUR ACHESON,
New York.

I believe there is much need at the present time for the kind of work you do and that it may profitably be used as an adjunct to the regular publicity of many of the large industrial and public service corporations. In fact, there never was a time when it was more essential that such corporations should endeavor to establish cordial relations with the public. The people are coming to be conscious of the fact that in properly regulated economic and industrial conditions, and not in party politics, lie the future interests of democracy. Unless the awakened public consciousness is guided wisely and along sound economic lines by the real leaders of the industrial life of the country, it is very likely to be diverted into strange vagaries by demogogues and self-seeking politicians.

Mental States and Advertising

What is most essential for the effect of an advertisement is the inner setting of the reader, his preparedness, his attitude, his willingness, his interest. His mind is not simply a photographic film for which it is sufficient to consider the focus of the lens, the opening of the shutter and the timing of the exposure to have a perfect snapshot. The mental film may be reached by the lines and forms of the advertisement, and yet may not be ready to receive them, and the whole effect may be a failure like a kodak picture which is undertimed or overtimed, or which is blurred because it is out of focus. . . . Practically every one of the recognized principles of advertising gains new meaning as soon as it is interpreted with reference to the inner setting of the mind and the mental attitude.—*Hugo Münsterberg.*

Business is the science of human service.—*Elbert Hubbard.*

How Crowds are Influenced

The conscious life of the mind is of small importance in comparison with its unconscious life. . . . The greater part of our daily actions are the result of hidden motives which escape our observation. It is easy to imbue the minds of crowds with a passing opinion, but very difficult to implant therein a lasting belief. The substitution of the unconscious action of crowds for the conscious activity of individuals, is one of the principal characteristics of the present age. Crowds being only capable of thinking in images, are only to be impressed by images. It is only images that terrify or attract them and become motives of action. The power of words is bound up with the images they evoke, and is quite independent of their real significance. Affirmation pure and simple, kept free of all reasoning and all proof, is one of the surest means of making an idea enter into the minds of crowds.—*Gustave Le Bon.*

E. E. CRITCHFIELD,
Critchfield & Company,
Chicago.

I acknowledge your appreciation of my remarks on your recent article on the Republic Truck. I gave only the measure of credit and praise which was merited by your effort. I acknowledge with thanks copy of your "Romances of Modern Business."

WALTER R. HINE,
Frank Seaman, Inc., New York.

I was very much interested to receive your letter of the sixteenth outlining in such an interesting way the program of your future activities. I wish you every success in your new undertaking.

Talking and Believing

There are advertising men—agents, advertising managers of publications, occasionally even advertising managers for manufacturers—who are actually not *sold on advertising*. They talk it, but they don't really believe in it, as anyone can discover in twenty minutes' conversation with any one of them. They are in the same position as a young man I once knew back in a little Iowa town, who sang in the choir at the Methodist church, but had never "been converted" in the good old Methodist way. A revivalist came to town to hold a series of meetings at the church; and night after night this young man sang with the rest of the choir the famous old hymns of the faith, but he never showed the slightest inclination to drop his hymn-book and go down to the mourner's bench. One day the revivalist—a tall, grizzled Yankee—met the choir singer on the street and stopped him. "Son," he said, "I got just one thing to say to you: Either you *git* religion, or you stop singin' about it!"—*Bruce Bliven in Printers' Ink.*

A VITAL NEED OF THE TIMES

In the Day's News

The International Harvester Company has granted its sixth wage increase in two and a half years, making a total increase of 70 per cent.

In the annual statement of the Continental & Commercial National Bank of Chicago, a sum of over $300,000 was mentioned as an employees' pension fund.

It is estimated that John H. Patterson has expended over a million dollars in practical welfare work among the employees of his National Cash Register Company.

The packing plants at the Chicago stock-yards have developed year by year extensive systems of helping and protecting their employees. Pensions for workers long since were established; insurance is now the order of the day, and in employees' welfare work the service includes, rest rooms, libraries, shower baths and manicures.

A department store in New York seems to have left nothing undone in providing comforts and recreation for its employees, as far as its store facilities allow. There is a roof-garden, offering many attractions, in addition to its health-giving qualities; and a gymnasium, with an instructor, pure food restaurants and many other features that make for the health, pleasure and efficiency of the employee.

A manufacturer in an Ohio town did not believe in the rights of labor; he would not hire union employees and he would not allow his workers either to form a union of their own or appoint committees to represent them. Pretty soon this manufacturer faced difficulties in getting skilled help; conditions in his shop became unstable; the quality of his product deteriorated, and his business met serious reverses. Which is the deserved fate of any employer who refuses to recognize the human status of workers.

In many factories throughout the country, workers own stock and take an active part in the business management. Not a few manufacturers have devised plans whereby their employees may buy stock on the payment plan, and these stockholders become actively interested in the firm's direction. Many factories, even where workers are not stockholders, hold meetings of employees and regularly appeal to workers for suggestions for the business management. In many respects, workers are coming to be regarded as a real voice and force in industrial direction.

The Social Values of Advertising

IT IS no easy task for a writer to adjust his imagination, creative powers and mental attitude from the general habits and tendencies that obtain in the strictly editorial field, covering a wide diversification of topics and a great variety of experience and adventure, to the conditions existing in the industrial field. The change requires an immense amount of study, concentration, hard-grinding and a very sure self-direction; it demands a complete readjustment of the mental outlook. New mental habits have to be formed, new interests fostered; new channels of thought are opened up, new visions created.

Many editorial writers have declined to undertake any work in the business field, regarding such literary endeavor as beneath their dignity; others have made the attempt and found the work uninteresting; still others have been unable to achieve the transition successfully. In my case, the new experiences in the industrial field, after a wide and very varied exercise of the writer's functions in editorial work, have been most happy, inspiring and enlightening. Undertaken first in a spirit of adventure, or merely to try something new, without expecting anything more than the monotony of trade, many interesting and importantly significant phases of life were discovered. Business was not found to be dull and routine, but rather athrob with human emotions. Romance and adventure were abundantly revealed.

But the most surprising revelation was the discovery of the social aspects of business, the relation of commerce to the public, the service of business to the people at large—the vast social, public-serving machinery that business had come to be, alive with human action, thought and spirit. Finding inspiration and endless interest, with an ever-growing conviction that here in the business field lay a tremendous field for reportorial service of public value, this work has been adhered to consistently since the first industrial experience by the author of this volume.

The endless vistas of the importance of advertising in enunciating the public values of business, apart from selling merchandise, opened up in a way to absorb my interest. The first widely-circulated expression on the social values of advertising by the present chronicler were contained in an article published in Printers' Ink on July 23, 1914. At that time, apparently, most people had not thought much of advertising except as a merchandising force. Idealists had often publicly stated that advertising possessed larger potentialities for service than had been employed, but the social forces of advertising, today so often discussed, hardly were considered. After the ar-

ticle in Printers' Ink, above referred to, appeared, I received many letters of commendation, of interest and of inquiry. Also not a few statements were made to the effect that this social idea of advertising was "high brow stuff." "Some more psychology, I guess!" one doubter asserted. Yet the advertising man today who does not believe in the social force of advertising immediately registers himself as a man of limited vision, of small judgment and imagination, and belonging to the old conventional order of things.

Typical of the expressions of appreciation of the article in Printers' Ink are these:

I have read your article in the Anniversary Number of Printers' Ink, and am in full accord with you, in that educational advertising has been a potent influence in elevating the public mind, and making for general home betterment. Furthermore, I believe that a larger portion of the public than is generally credited is interested and guided by such advertising.—*Henry C. Brown, Victor Talking Machine Company, Camden, New Jersey.*

I was very much interested in reading your article in the July 23rd issue of Printers' Ink, and you have certainly handled a very important subject in a most interesting and useful way. The service or betterment idea in advertising is as necessary as it is in any other fields of endeavor. Nothing can live long, grow to large proportions or be entirely well founded without these conditions being fully considered and included in the plans.—*F. P. Seymour, L. E. Waterman Company, New York.*

What Advertising Best Expresses the "House?"

WHAT is advertising "up?" Answering this question at the first fall meeting in New York of the Sphinx Club last Tuesday, O. C. Harn, of the National Lead Company, said he did not believe that only advertising which has a distinct uplift tendency was advertising up. He did not believe that because the National Lead Company ran copy which showed people how to make their homes more beautiful, or because the Standard Sanitary Manufacturing Company used copy which raised the sanitation standards of the community, that this was necessarily advertising up. Instead he offered this definition: "I should say that it was this: Does the advertising represent a concern whose business life is upwards, and does its advertising correspond? Is the product beneficial to mankind, and is it exactly represented in the advertising?"

Mr. Harn based his talk on an article which he mentioned as having appeared a few weeks ago in Printers' Ink, an article by Felix Orman. . . . "I wish to take the admirable thought which has been launched," said Mr. Harn, "and see if I cannot show that there is a deeper significance in this idea of 'advertising up.' Advertising has been called epigrammatically, 'salesmanship on paper.' A misleading definition, but I shall not discuss that point. . . . What we need for the present discussion is a sociological definition. Permit me, then, for our purpose to describe advertising as 'the business concern's voluntary expression of its own individuality.' . . .

"But there is another mode by which the inner man expresses himself to the outer world. It is by words. A man tells you his thoughts on religion, and you understand something of this man in relation to God. He expresses his views on politics, and he establishes a certain character as a citizen. He talks understandingly about the work of Van Dyke or Velasquez, and you ascribe to him an aesthetic place. Thus a man advertises himself first by his acts and second by his words. A business house does no less. . . . Advertising is not character; it is but an expression of the character which is innate to the house. . . . 'Advertising up' is the straightforward advertising of a concern whose business practice is upward, whose service to mankind is a benefit, and whose offer of that service has in it no deceit."—*Printers' Ink, October 22, 1914.*

Note:—Mr. Harn discussed the subject matter of this article from Printers' Ink before the Sphinx Club at the suggestion of the President of that body at the time, Mr. Henry C. Brown, of the Victor Talking Machine Company.

Advertising Is On Trial

Is there among advertisers as widespread a recognition as there might be of the fact that they owe everything they have and are to the public; and that the debt should be paid? . . . Is it not true that advertisers, as a class, test advertising from the standpoint of "Will it benefit me?" instead of "Will it benefit *the public*?" A great many very intelligent men believe that advertising is on trial. They also believe that if it is used in a way that will benefit the public, as well as the advertiser, it will justify itself. Otherwise, it will be discredited. If there is one thing more than another which will give advertising the prestige we want it to have, it is this element of public service. . . . There is a tremendous amount of satisfaction in work which benefits the great mass of mankind—and also, but secondarily, spells profit for the concern for which the work is done. . . . *The fact remains that advertising is on trial.* . . . Let us also—advertisers, agents and managers—honestly and earnestly try to locate in our business the element of public service. If, and when, we find it, let us express it in our advertising. If there is no such element—well, we are to be pitied.—*C. M. J. in Printers' Ink, July* 4, 1918.

That article by C. M. J. . . . suggests a wealth of wartime advertising copy. . . . It is an idea that during the last fifteen months has been creeping more and more into the copy of many advertisers. . . . Right now it is expected of every man that he render some public service, either directly or indirectly. . . . The same demands are made on business and on each single product. . . . When submitted to such a test the overwhelming majority of all products are able to justify themselves abundantly. . . . The copy should frankly explain the social service that the business is giving and tell people how to use the product so that the maximum service of which it is capable will be realized. . . . Right there is your angle to war copy. Talk social service, and not only prospects but every loyal citizen will be interested in what you have to say.—*Editorial comment, Printers' Ink.*

C. M. J. and the Editor of Printers' Ink here consider the subject which I treated in that estimable journal as far back as July 23, 1914. In those days of peace, I maintained that the ultimate test of advertising values was in the social service rendered; the exigencies of war time have made that test and the responsibilities behind it all the greater. Nothing is more unimpressive than an advertisement making only a cold sales appeal; entirely selfish advertising reveals, not only a limited spirit, but poor business judgment. Advertising actually is on trial, and, as C. M. J. so lucidly emphasizes, the justification of advertising will be in its public service.—*F. O.*

Mr. Doubting Thomas Has His Say

IN the most blissful Utopian realms, I imagine, there will be pessimists and doleful doubters and those who suffer peculiar rigors at the thought of an old order changing into a new; so it is not surprising that there should be some who view with disinterest and even displeasure the advent of a finer and bigger schemer of things in the world of advertising.

Every once in a while I meet an advertising man who evinces, not only a lack of faith in, but a decided impatience with those who, like myself, emphasize the big, vital powers and functions of advertising over and above its purely commercial force. "Advertising is to sell goods—nothing else!" they declare, heatedly, refusing to interest themselves in the many broader benefits of advertising constrictively planned and intelligently directed. And they have not the insight to see that such broader forms of advertising lay the bedrock foundation upon which the sales appeals of advertising rest and must rest if the efficacy of advertising is to be made permanent.

"You are visionary!" these exponents of the Old Order in Advertising exclaim to those who urge the New Order, forgetting that it is always visions that make the world move, and especially in these days. Nor do these doubters realize that it is perhaps because they lack visions that they cannot grasp the broader aspects of advertising; that they cannot see below the surface of things. They cling eagerly to the conventional advertising theories of a decade ago.

Such thinkers shut their eyes to the emergencies of the time, the changing elements of thought, the many psychological factors involved in advertising today. They decline to see the new attitude toward business, the new demands upon business, the new spirit in business, the new uses of advertising, the vital obligations imposed upon business (which should be enunciated through advertising) by the exigencies of war, and the great forces that advertising must build up, if it is to prove its real power in the trying days of readjustment and reconstruction to come. They ignore the human elements in advertising, all the socializing forces in advertising, the thousand and one indications, daily being manifested, of the added functions of advertising for the public good—for interpreting business to the public, for creating labor content, industrial harmony and solidarity, and for many other elements of social and industrial well-being. Institutional advertising is a bug-bear to them.

These doubters do not heed the vast changes in the courses of business due to conditions created by the war. Nor do they understand that advertising must of necessity express all the moods and shiftings of industrial activities, particularly as they affect the general public.

A VITAL NEED OF THE TIMES

One of the chief reasons for my undertaking this work is the interest shown and the encouragement offered by the leading advertising agents of the country in just the sort of work that I stand for in the advertising field. My work will be that of an independent writer, investigator and missionary, *co-operating* with advertising agents, commercial organizations and general business interests in special forms of copy-writing and industrial investigation, promotion and education, which will *supplement, co-ordinate and intensify* the regular campaigns of display advertising.

I could show many letters from advertising agents and general advertisers, emphasizing, not only that my work will be helpful to the agent and through him to the advertiser, but that such work will have a stimulating effect on advertising and business generally. I have not written or personally talked with an advertising agent who has not expressed interest in such work as a supplementary service to that of the agency and who did not offer me his hearty encouragement and support. My work, they realize, is primarily *business journalism.* I take up the consideration of a company's business and grasp the details *as they appeal to an outsider*, and as a reporter I write those details into a constructive article *intended for reading by outsiders.*

My work in writing institutional advertising articles has been primarily based upon definite, practical needs of today in the business world and on special needs of the business institution treated. The fact that millions of reprints of these articles have been distributed by the advertisers for various uses and purposes should indicate that they have a practical value. One Advertising Director publicly stated that an institutional article I had written for his company was by far the most successful piece of advertising copy his organization had ever published.

I believe emphatically in the advertising and merchandising strength of readable and constructive business articles to supplement and intensify the campaigns of display advertising, and I have been backed up in this belief by many advertisers who have used this form of advertising and found it valuable. Such special-article advertisements make for prestige; they arouse public confidence in and appreciation of a company's activities, which, naturally, strengthens the public's interests in the products of that company. My own articles of the kind have been used in the classes of more than three hundred educational institutions.

These articles, I repeat, are important in treating a company as an institution, and again in bringing together in a summary or resume all the ideas and plans advanced through-

out a campaign of display advertising—a special form which is intensely practical, and to which I give the name of the *Advertising Sum-Up*. Here are brought together at one reading all the scattered bits of argument and propaganda that have been emphasized, one after another, throughout a campaign. The campaign is clinched by such an article; the solidarity of the entire campaign effort is achieved. Nothing could be more fundamentally practical, from a strictly merchandising point of view. Suppose a lawyer, in presenting a case to a jury, adduced elaborate evidence, piece by piece, and then, having completed, sat down, without consolidating this wide fabric of evidence into a concluding address or final summing-up to the jury. You will grant that the jury would be rather at sea. But when the main points of the evidence are drawn together and co-ordinated in that final summing-up, the jury is able to see the case in a close perspective and arrive at an intelligent judgment. I have seen advertising campaigns that ran month after month, one interesting idea after another being presented to the public, and then stopped. The advertising agents and their clients have realized that a final summing-up is important.

And there are the mighty forces of advertising apart from those that seek to sell commodities of trade or arouse public confidence in a business institution. Advertising that sells a definite product is becoming more and more only a fraction of the sum total of advertising. We witness today advertising that is performing countless functions of public service. We observe many intelligent uses of advertising for social, political, patriotic, educational purposes. Many "causes" are explained to the public through paid advertising. And such uses of advertising will become more and more prevalent and more and more important and far-reaching with the new conditions that the war and after-war reconstruction will impose upon us. We are reading today advertising that seeks only to educate and better the condition of its readers. Advertising is teaching thrift, hygiene, domestic economy, better living, better thinking, community betterment; it is preaching patriotism and civic and national pride; we see labor troubles being explained away and many social and industrial complications and misunderstandings being cleared by the force of advertising.

The Advertising Sum-up

The type of advertising which you so well call "Advertising Sum-Ups" is unquestionably of tremendous value, especially for the use of large and complex institutions. I like them; I believe in them, and I think that they will grow in importance. You will find many advertising men who will accept the idea readily. You will find others to whom it must be sold, and to whom it can be sold only after hard and persistent effort. *—Professor George Burton Hotchkiss, New York University School of Commerce.*

What the Head-Lines Mean

LEST the reader jump at a conclusion based upon the head-lines reproduced on the opposite page that I am or have been engaged in press-agent work, meaning the seeking of free publicity for advertisers that should occupy paid-for space (which is far from being the case), an explanation may be in order. Food, household science and economy and kindred subjects are always timely news subjects and have a universal appeal. Newspapers, periodicals and other publications are desirous of such editorial material. They *seek* authoritative sources of information; and thus the packers, who have become a mighty force for good in the food world, receive many appeals for data on the subjects of food and domestic science. To meet these requests and co-operate constructively with publications, the packing houses have extended a service that as a public help has proved highly commendable. But they have not allowed this to conflict with their extensive advertising campaigns. I had the privilege of being engaged in this splendid work as my first venture in the industrial field.

Human-Interest Copy

Human-interest copy, or "Short-Circuit Copy" as the psychologists call it, makes its chief appeal to the senses or emotions of the reader, with the object of arousing desire for the article advertised. Response to it is usually instinctive rather than reasoned, and consequently depends largely upon suggestion—very little upon deliberation. . . . We may conveniently look upon suggestion as a method of causing the reader to see a complete image by giving him a part of it. The remainder he constructs from his imagination, based on his past experience. . . . In all cases, the idea is to take advantage of some well-worn channel of thought and start the reader along, confident that he will reach the conclusion. . . .—"*Advertising: Its Principles and Practice,*" *Tipper-Hotchkiss-Hollingsworth-Parsons.*

American Cattle Exports Drop $33,000,000 in 6 Yea

LAST YEAR IMPORTED THREE TIMES AS MANY

BEEF COST SOARS; U.S. HELP URGED

PLEAD FOR BOOSTING OF CATTLE RAISING

Members of Chicago Live Stock Exchange Warn of Prohibitive Prices of Meat if Remedial Steps Are Not Taken.

TOO MANY CALVES KILLED BY DAIRYMEN, SAY SPEAKERS

Slaughter for Veal Causes Dear

SHOW OPENED TO BEAT LIVING COST

Women Taught Economy in Every Line at Domestic Science Exhibition.

URGES MUTTON TO CUT HIGH COST OF LIVING

William T. Bigalow, Chicago Butchers Association, Gives Women Who Are

Solution for the High Cost of Living

Cut Down Meat Bill by One-Third

Relations of the Inevitable Cattle Shortage and High Cost of Living

ASK CATTLE RAISING AS MEAT COST RISES

Beef Steak and 'Temperament'

SHOWING HOW THE SUBTLE ARTISTIC QUALITY RULES THE ARTIST OF THE KITCHEN, AS WELL AS THE MUSICAL VIRTUOSO OR THE GENIUS OF THE BRUSH.

The National Dairy Show

Absorb Beans; Imagine Steak

Taste Has Nothing to Do With It and You Solve

To Write Treatise On Science of Chicago Stock Yard

HOME SHOW TO OPEN

SUMPTUOUS THANKSGIVING FEAST FOR TEN COSTS $2

Mary S. Snow, Public School Supervisor of Household Arts, Describes Menu.

Thanksgiving for Ten

SOCIETY WOMEN AID HOME MAKING SHOW

United States Ceases to Be World Beef-Supplying Nation

IMAGINATION GOVERNS TASTE, EXPERTS AT HOME SHOW PROVE

Urge Women to Cook More for Strength and Let Deliciousness Be Provided by the Mind.

How do you taste your food? Most every one thinks the taste of food originates in the mouth, but scientists and the homemakers' exhibit at the First Regiment armory

National Live Stock Exchange in Appeal to Congress

Definite action looking to a solution of the problem of cattle shortage is planned for the year ahead by the National Live Stock Exchange, with headquarters in Chicago. The Chicago exchange, with other similar organizations in the other market centers, is to take the initiative soon and this will be the first step for the national body to offer a live stock industry of the size of the live stock industry of the United States.

Such action, as may be taken by the exchanges, is the last word out of the cattle-raising industry in Portland, Oregon, to the last of the Portland Live Stock Exchange, which is tied to the Chicago exchange.

FARMERS' INSTITUTE DECRIES DEMAGOGUES

Illinois State Organization of Husbandmen in Official Bulletin Protests Against Indiscriminate Attacks Upon "Big Business."

HIGH PRICE OF BEEF CAUSED BY SHORTAGE OF THE SUPPLY

WHY BEEF IS HIGH

Farmers, in Shifting From Cattle to Agriculture, Boost Imports and Put a Crimp in

PACKINGHOUSES CLEANEST PLACES IN CHICAGO

Foreign Scientists Enthuse Over Our American Packing

After visiting the Chicago Stock Yards last Tuesday 283 physicians, medical professors and government officials, representing six foreign nations, declared that the industrial world offers an exposition equal in

WILD WEST, DEAD, REVIVED IN "MOVIES"

Rancheman Says Old Regime Revived From Prairies to Street Pic-Shows

NOTED CHINESE VISIT UNION STOCK YARDS

Choa Tsung-t'an, Commercial Agent at Washington, Entertained

A Substitute for Turkey

RING the last decade, teaching of culinary art have made rapid strides in the composition of dishes and none has been more

Teach Women to Be Home Workers

Plan to Remove All Artificialities

Depict Poor and Good Conditions,

SOCIETY GIRLS SHOW THEIR SKILL AS COOKS

Don Caps and Aprons

CHANCE TO BEAT HIGH-COST GAME

Home Makers' Exhibit Will Show How to Solve

WOMEN WILL SOLVE HIGH LIVING COST

KITCHEN CHEMISTRY

WOMEN FOOD ADEPTS GET DINNER FOR $0.06

Exhibit Will Show This Can Be Done by Serving Meal

PUBLIC TO SEE MILK PASTEURIZED AT SHOW

Demonstration of Process to Be

Man—Hear This! You Are No Good!

You Don't Know Better, but May Improve; at Least So Says Woman Editor.

"HOW DO YOU TASTE YOUR FOOD?" QUESTION AT BIG EXPOSITION AT ARMORY

SOCIETY WOMEN WILL FIND REAL WORK TO DO AT HOME MAKERS' EXHIBIT TO BE HELD AT FIRST REGIMENT ARMORY NEXT WEEK

Society women, more accustomed to the drawing room, are going to have a taste of work. A number of them have notified the directors of the Home Makers' Exhibit, to be held in the First

try are coming to Chicago to attend the display, which, if plans now being made are put into effect, will hereafter be held annually.

Women in attendance will be shown

NEED MORE LIVE STOCK

Farmers' Co-Operative

(See explanation on opposite page)

"Proof of the Pudding"

IF ANY ONE doubt the efficacy of the special reading article advertisement as a part of a dynamic advertising campaign, let him consider this case of the Chalmers Motor Company. After the article, "Twelve O'Clock Struck in Motordom" was published, the advertising department of the company decided to distribute a large number of reprints; then the requests, from dealers and readers, became so numerous, that the company ordered a supply of something like a quarter of a million reprints. Whereupon the following notice was sent out on an attractive leaflet:

> *Here is a story that is being talked about in motor circles. It is an automobile epic.*
>
> *It is a twelve-page booklet, reprinted from Felix Orman's article in The Outlook, and every page is full of interest.*
>
> *Mr. Orman has taken the 3400 R. P. M. Chalmers and humanized it. He explains what 3400 R. P. M. means to you, the motorist, in long life of car, in economy, in performance.*
>
> *It is written in narrative form and you will enjoy every sentence. The story fairly breathes with interest and life.*
>
> *The man who wrote the story was not an automobile man; in fact, he had never driven a car. He worked from the outside in, delved into the mechanism of this automobile, then told what he found, in his own language and in your language.*
>
> *This is a story that everyone remotely interested in motor cars should read.*
>
> *You can secure a copy of this article by mailing the enclosed card. The booklet will be sent free and without obligation to you.*
>
> *Send in the card today!*
>
> *Chalmers Motor Company, Detroit.*

The Keynote and Background of a Campaign

"I know no better way for an advertiser to build a background for his company and an enduring prestige for that company and its products—and I am sure there is no more efficacious means of establishing a definite keynote for an entire

advertising campaign—than through the medium of a high-powered institutional article-advertisement, reviewing, in an interesting and compelling manner—and in a manner that is directed straight to the lay reader—the history and the aims, the ideals, the purposes, the institutional character and the whole plan of being and working of a commercial organization. Such an advertising article can be made valuable as advertising and merchandising literature. I believe it would be a good thing for every advertising campaign, every year to include such an institutional article-advertisement in a publication of prestige, and after its regular insertion to have reprints of the article, so bound as to show where it was originally published, distributed, as follow-up matter and for many other purposes, among dealers, consumers and among all employes."

The foregoing statement was made by a well-known Chicago advertising agent after a second institutional article-advertisement written by Felix Orman, and placed by this agent, had appeared in a nationally-circulated periodical. Many similar expressions have come from advertisers, from advertising agents, students and teachers of advertising, and from a host of readers. The president of a nationally-advertising corporation, a man of keen commercial insight and a firm believer in and close student of advertising, after accepting such an advertisement written by Felix Orman for his company, wrote the author: "The points you make regarding the strength and value of the institutional article form of advertising are incontrovertible from a successful advertising viewpoint. The special article advertisement, as you present it, develops a mental fabric sufficient to hold just what the advertiser seeks—interesting mental concepts." The advertising manager of a large national corporation wrote: "In our long and varied experience with advertising, we have never had a single piece of advertising achieve anywhere near the success which your special article-advertisement of our company met with."

Delighted! Used 50,000 Copies

We are perfectly delighted with the way Mr. Orman treated our story. An article of this kind is a very difficult thing to do, because it is so easy to make your enthusiasm, which has to be the backbone of the thing, too fulsome; and in the opinion of many people Mr. Orman has handled this rather delicate subject in a very masterful way. We have used this article as a follow-up piece of literature in our general advertising, having ordered fifty thousand such reprints to send prospects.—*Charles E. Buck, Advertising Manager, Hupp Motor Car Company. (1914.)*

"A Visitor's View of the Republic Factory"

Following the publication in a Nationally-circulated periodical of the article, "Lightening the Business Burden"—an institutional advertisement, in story form, of The Republic Motor Truck Company, a large number of reprints of the article were printed by the company and circulated among dealers and prospects. As an introduction, the President of the company, Mr. Frank W. Ruggles, wrote of the value of the article, and of its plan and purpose, in part:

"You will find a special interest in the story that follows, because it is made up of facts and impressions gathered by a visitor—an 'outsider.' He has set down things just as he saw them here—just as you would find them if, like Mr. Orman, you should accept our cordial invitation to come to Alma, where 'everybody works for the Republic,' and see for yourself. We have only a word to add—and that is, that the growth of the Republic Dealer Representation is equally remarkable with the expansion of the Republic factory and production . . . Back of these dealers is the Republic factory, so well described by Mr. Orman, the Republic resources, the Republic spirit of expansion. . ."

Painstaking Work Makes Success

I recall with particular pleasure the able and intelligent way in which assistance was given us in the preparation of several special articles of this character, and I am sure that the same careful and painstaking work which made these stories so successful will enable you to attain equally satisfactory results for those who are fortunate enough to secure your service.—*Wendell P. Colton.*

The Measure of Credit

I acknowledge your appreciation of my remarks on your recent article on the Republic Truck. I gave only the measure of credit and praise which was merited by your effort.—*E. E. Critchfield, President, Critchfield & Co., Chicago.*

Highly Effective

The publication you made for us last spring (institutional advertising and merchandising article) received the highest comments by every one who read it and we have always considered it a very effective piece of work.—*F. W. Ruggles, President Republic Motor Truck Co., Alma, Michigan.*

I think your article on The Chicago *Tribune* is the best-written and best-illustrated article that has ever been published in the interest of any newspaper. I hear The *Tribune* is having very fine reports from the story. Congratulations.—*William H. Rankin, W. H. Rankin Company, Chicago.*

I am much interested in the advertising articles written by you. I think your *Tribune* article especially is on a subject, which, while an advertisement, is intensely interesting reading for the readers of your publication.—*E. O. Heyl, Libby, McNeill & Libby, Chicago.*

Last night I read your article "Fire: Its Terror and Folly," in the recent issue of *The Outlook*. It was so interesting that I wanted to write and tell you so. I certainly believe that articles of this kind are bully good advertising when they are handled in the masterly way of the one I have just read.—*C. B. Van Tassel, Vogue Company. (1914.)*

I continue to read your advertising and business articles with a good deal of interest. They are certainly of their kind admirable.—*Sidney Allnutt, Editor, The Advertising World, London, England.*

As a result of your article on "The Growth of the Story Form in Advertising," which appears in the March number of *Judicious Advertising*, I am trespassing upon your kindness. The idea you have given expression to is akin to one I have had in my mind for some time, but the Britisher is not yet ready for it. I believe you are right, and I should like to see a story or two, if I might. —*Frank Mabin, Personal Service Advertising, Plymouth, England.*

Certainly, yours will be the name that made the story-advertisement famous—*W. R. Malone, President, Postal Life Insurance Company, New York.*

I think the advertising stories you are writing about American business are both excellent literature and excellent advertising. — *Lee Anderson, Hupp Motor Car Corporation, Detroit.*

"The Department of Industrial Progress"

UNDER the above head, I wrote many articles comprising a broad campaign of industrial education and advertising co-operation, which appeared regularly in a definite section of The Outlook, of which I was then Industrial Editor. The entire plan had been conceived about a year before it was acted upon, though on a much broader scale than that on which it was followed, and much research and investigation carried on before the first article of this campaign appeared in the issue of May 26, 1915. This was a review of the motor truck industry in the United States; and in the same issue appeared a twelve-page advertising article of The White Motor Company of Cleveland. The latter was a composite of an institutional review, a merchandising statement of The White Motor Company, and an "Advertising Sum-Up." Editorial magazine comment on this advertising article appears on another page. Reprints of the article were distributed by The White Company through dealers, through the mails and at motor shows. The Department of Industrial Progress brought many letters from business leaders and the articles from this department were used in many educational institutions. Some of the letters of comment follow:

We have noticed with pleasure the rapid development of the Department of Industrial Progress in The Outlook, and hope you will be able to make this feature of your publication a permanent one. . . . Your three articles on the automobile industry have been read with keen interest by the officials of our company and we feel rather certain that they will appeal to a large proportion of our nine-hundred customers, many of whom are what we call national corporations, with equipment in frequently a score of cities. The article, "The Motor Truck as a Business Builder," is, in our opinion, one of fundamental importance to all business men having a trucking or retail delivery angle to their business. —*F. Nelson Carle, General Vehicle Company, Long Island City.*

We have read your article with a great deal of interest, and believe that you are working along the right lines for the betterment of both consumer and manufacturer of trademarked merchandise.—*F. W. Nash, General Chemical Company, New York.*

Dr. Dorrance and I have both been very much pleased with your article on "Foods in Packages." Your department is a great idea and is doing great work.—*W. S. Wheeler, Joseph Campbell Company, Camden, N. J.*

One of the significant signs in American industry is the vigorous manner in which the press generally has seized upon the idea of promoting our national industry, both domestic and foreign. The Department of Industrial Progress of The Outlook has brought this to my mind with particular force. World economic conditions are changing and will continue to change with remarkable rapidity, and to adapt American industry to these conditions and to make the most of it for the uses and purposes of our people, and to the advancement of civilization, requires the best energetic initiative, both in thinking and in doing. I feel it, therefore, incumbent upon me to congratulate you upon this excellent service.—*Hon. Joseph E. Davies, Chairman* (1916) *Federal Trade Commission.*

We were certainly very much interested in reading your article on "Modern Construction Materials and Methods." You surely have covered the important features pertaining to modern building and construction in a most thorough way. Your article should prove of great interest and value, not only to the man who contemplates building but also to the practical builder. We sincerely believe that you have rendered a most important service to your readers as well as to the cause of improved building methods.—*S. M. Fechheimer, Trussed Concrete Steel Company, Detroit.*

I want to take this opportunity of complimenting you on the splendid service which you are doing in your Department of Industrial Progress, for I believe that this service . . . is bound to be of inestimable value, direct and indirect, to manufacturers and more especially to national advertisers . . .—*Robert E. Miller Hamilton Watch Company, Lancaster, Penna.*

There can be no doubt of the Department of Industrial Progress in The Outlook having been a stimulating influence in the business life of the country since its inauguration. The articles you are presenting in this department and the service you are rendering, both to your readers and to manufacturing interests, comprise a very much worth-while effort. I believe that this work has created a higher regard for business than existed before. There has been so much written about the bad side of business in the past few years that a great many people have formed the opinion that most business men used questionable methods, and general business got to be in more or less bad repute. You have assisted very materially during the past year in overcoming such opinions. I therefore hope that you may continue to do good work along this line. If I may be permitted to say so, I think The Outlook is very fortunate in selecting you to do this writing. You possess to a remarkable degree the ability to say the right thing, in the right way at the right time.—*Hugh Chalmers, President Chalmers Motor Company, Detroit.*

I want to congratulate you on the work of your Department of Industrial Progress, and to wish you the continued and growing success which it deserves.—*R. G. Rhett, President* (1916), *Chamber of Commerce of the United States.*

The Scholar in Business

It is times like these which vindicate triumphantly the old copy-book adage that "Knowledge Is Power"—though the business man prefers to say "Forewarned Is Forearmed." PRINTERS' INK's mailbag shows a steadily deepening stream of evidence that business men are studying their problems with closer care than they ever did before; and the same fact is reflected in the interviews which our editorial men hold with the helmsmen of big businesses. The scholar in business is coming to be the rule rather than the exception; and nowhere is this more true than among advertisers and advertising men. That fact, to our mind, is one of the hopeful signs that business can outride any sort of storms which the war may blow up to us across the shoulder of the world.—*Printers' Ink.*

Magazine Promotion

DURING 1913 and 1914, I had, as my first experience after coming to New York, a very interesting and important association with the publishers of practically all the nationally-circulated periodicals. This work consisted of a broad campaign of publicity and investigation throughout the country, with the main purpose of emphasizing the force and appeal of the national periodicals. As a missionary for the publishing and advertising interests, I went out into the field, meeting many business executives, advertising agents, officers of commercial organizations and public men, gathering ideas and points of view. In this work, the Magazine Promotion Committee of the National Periodical Association (Quoin Club) aimed to show the truly remarkable part that magazine advertising had taken in the development of industries now known throughout the world. One part of this work was the preparation of a series of stories of advertising successes called "Romances of Modern Business," which were published monthly in about twenty-five national periodicals. These articles were well received, and for a long period many letters commenting on them came to the author and to the periodical publishers. Advertising journals, trade papers and other publications reviewed them and printed excerpts from them.

At the conclusion of this work, I had the pleasure of receiving a letter from Mr. J. Rowland Mix, then Business Manager of Scribner's Magazine, who was Chairman of the Magazine Promotion Committee and under whose gracious direction I had carried on these activities, in which the following statement appeared: "I can sincerely commend you for your interest and loyalty, amounting almost to consecration, in the work which you have done for the Promotion Committee. Personally, please remember that you have my most cordial appreciation." Other publishers wrote in a similar vein.

Among the numerous comments on this work from the industrial and advertising field, the several following have been selected:

That "Story of a Mattress," as published in some of the magazines, we believe is one of the cleverest pieces of work that has ever been done to show the efficiency of magazine advertising, because it should prove to the prospective advertiser the possibilities to be obtained by magazine advertising alone. The writer has been surprised and gratified by the many personal comments that have been made by the dealers, representatives and consumers. . . . The work is a good one and, I believe, it will produce results for the magazines really worth while. —*Edwin A. Ames Ostermoor & Company.*

We have heard considerable comment from various sources regarding the advertising stories which you have been running in a list of nationally circulated magazines, and they all seem to be favorable. Personally, I feel quite certain that they are being read by a very large number of people and that they are of advantage both to the advertiser and the publisher.—*H. J. Heinz Company.*

I think the Quoin Club's work is doing more to create new advertising than any other form of advertising promotion that has been inaugurated during the past five years. I find that a great many of our customers have read these stories and I have also found a number of prospects who have been very much interested in knowing more in detail about the advertising successes after they had read these stories than before. . . . One of the best things you can do is to continue the good work you have started by running the stories about prominent advertisers. . . . The articles are admirably written. . . . —*William H. Rankin, Chicago.*

Personally, I have been very much interested in the advertising stories that you have been writing, and believe they are accomplishing the impression you desire to create. You have given to these stories, which ordinarily are very dull, a zest that makes them truly interesting. . . . They should do a great deal of good. —*Harry Porter.*

Stories of Advertising Success

Felix Orman is the writer of the very interesting articles used by the Magazine Promotion Committee as a part of its educational campaign to show the value of magazine advertising, which has begun in many of the leading magazines. The articles show how magazine advertising has been instrumental in building up many successful businesses, such as that of the L. E. Waterman, of fountain pen fame; the Ingersoll watch business, and others. The purpose of the campaign is to attempt to renew interest among advertisers to increase their business in the magazines. Before entering the magazine field Mr. Orman was a very active newspaper man. He has just come to New York from Chicago, and has his headquarters at 200 Fifth Avenue. Mr. Orman first entered literary work as a "cub" reporter on The New Orleans Times-Democrat, and then was with The Daily News, an evening paper of that time in New Orleans, and later with The Nashville American. His work on the latter publication included handling the political campaign of the late United States Senator Edward B. Carmack, when he was a candidate for re-election against the late "Bob" Taylor. He did a variety of work for The American,

and then worked for Chicago newspapers, doing everything from stories of the theater (in which he specialized) to articles on business. Then Mr. Orman inaugurated a campaign of educational industrial publicity in story form for three large packing firms, which gained much attention. His work for the Magazine Promotion Committee is of a similar type. Mr. Orman was always best known for interviews and feature articles.—*The Fourth Estate, January 17, 1914.*

The advertising stories written for the Magazine Promotion Committee entitled "Romances of Modern Business," are the work of Felix Orman, formerly of Chicago. He was the man who had charge of the educational publicity for the three large Chicago packing firms. His department started the high-cost-of-living agitation, and his stories on foods, household economies, packing-house economies, and the many subjects that applied to that vast and intricate industry, were printed all over the United States and in a number of European countries. Mr. Orman is doing valuable work for the cause of advertising.—*Associated Advertising, April, 1914.*

"Romances of Modern Business"

LONG after the campaign of promotion work for the National Periodical Association had been discontinued, the requests for copies of the various articles included in the series of "Romances of Modern Business" continued to reach the author, until finally proofs of the little stories ran out. Subsequently other articles had been written for which there also were a number of requests, and I decided to throw all these various advertising stories and reviews into a single volume for distribution wherever any benefit could be achieved.

Accordingly, the small book bearing the title of the original series of stories written for the periodical publishers,was printed and sent to those requesting a copy of this or that article. Only a small edition of the booklet was ordered, but hardly had a few of the copies been mailed out before many requests for the little book came in. Soon a large edition had to be printed, and then another. National advertisers wrote in for from one to seventy-five copies to use for various purposes; advertising agents requested copies to be used in their work of stressing advertising values; dozens of educational institutions secured copies for use in class-room instruction; the American Association of Teachers of Journalism went on record as endorsing the booklet for use by its members; extensive publicity in all kinds of publications greeted this small, unpretentious volume.

Publishers and advertisers alike found it of value in laying emphasis upon the values of periodical advertising and advertising generally. The Curtis Publishing Company, along with other publishers, requested copies for their reference library; some publishers placed it before their solicitors for use in their field work. As an example of the last-mentioned, the following excerpts from letters written by Mr. E. H. Ahrens, Eastern Advertiser Director of SYSTEM, the Magazine of Business, are significant:

"I have been very much interested in reading your 'Romances of Modern Business.' I would like to put copies of it in the hands of all our Solicitors and Service Bureau Men. Will you please advise me how they can be secured? . . . "

"The supply of books, 'Romances of Modern Business,' have been received, distributed among our men and put into our promotion stock supply for future use, and I am sure that good use can be made of them."

Up to the present writing, over three years since the publication of this small volume, requests continue to come for copies, and comments on the little book continue. From the

great number of such comments that have been received, the following have been selected:

I have received and read your pamphlet, "Romances of Modern Business," and thank you for sending it to me. I hope it will have a wide circulation, because it seems to me that readers cannot fail to be impressed on the one hand with the value and on the other hand the sincerity of big advertising.—*George Eastman, President, Eastman Kodak Company, Rochester.*

I think you are a marvel in treating so many subjects so differently, so briefly and yet so interestingly. I have observed that writers treat different subjects often quite the same way; they have a mould into which they fashion quite all their themes. Like nature, yours is a varied pen.—*W. R. Malone, President, Postal Life Insurance Company.*

Your "Romances of Modern Business" certainly accomplish the object you had in writing them, which is to advertise advertising, if I have understood them aright. They are as interesting as fiction, and yet plain statements of fact.—*I. W. Schmidt, Detroit Board of Commerce.*

I wish to congratulate you on your collection of "Romances of Modern Business." They all make interesting reading . . . and will surely be of interest to all advertisers, and, I trust, to others as well.—*Frank D. Waterman, President, L. E. Waterman Company.*

The "Romances of Modern Business" certainly are a source of inspiration to advertisers. They are written in a style which holds one's interest. I am confident that your book will do much to strengthen faith in advertising. I was particularly interested in the opinions regarding the story form of advertising.—*R. S. Scarburgh, Advertising Manager, New York Telephone Company* (1916).

The advertising fraternity owes you a debt of gratitude for your splendid little volume entitled "Romances of Modern Business." No one but an advertising man can appreciate the romance in any business. . . . For some time I have been struggling to get the romantic history of this company into readable shape. No one thinks it is romance except myself, but your splendid little volume has given me strength to insist that if white lead, grape juice, mattresses and bath tubs have romance, so must, of necessity, a drill.—*C. H. Handerson, Cleveland Twist Drill Company.*

I have read your booklet, "Romances of Modern Business," with much interest. Would it be possible for me to secure a few additional copies? If so, I believe I can place them to advantage.—*E. F. Gregg, Standard Sanitary Manufacturing Company, Pittsburgh.*

Your interesting booklet is filled with useful material, which I take pleasure in putting in our library for reference.—*Kendall Banning, System Magazine.*

We think that your booklet will be very helpful to national advertisers, and we are especially pleased with "Nationalizing a Drink."—*Welch Grape Juice Company.*

Your booklet, "Romances of Modern Business," is a wonderfully good advertisement for advertising. If you have them to spare, we would like very much to have about one hundred copies of this pamphlet to send to our dealers.—*H. Mildrum, Kranich & Bach, New York.*

Your little book, "Romances of Modern Business," has given me such genuine pleasure that I cannot resist letting you know about it.—*Frederick L. Collins, President, The McClure Publications.*

Thanks for your advertising booklet, a most interesting compilation, and one that is bound to do much good in the field.—*Robert Tinsman, Federal Advertising Agency, New York.*

The little personalities included in your "Romances of Modern Business" have done much to interest me in the organizations which they represent, and also put before me in a new light the story form of advertisement.—*E. J. Rowse, Principal, High School of Commerce, Boston.*

Letters from Publishers

Allan H. Richardson,
President, Periodical Publishers' Association of America,
New York.

I believe there is a large opportunity for service as an "industrial and advertising missionary," such as you state is your plan to become, and from such knowledge as I have gained from examining your previous work, I believe you are well qualified to fulfill such a mission. I wish you much success in your work.

William J. Ryan,
The Literary Digest,
New York.

Many of the most important things that can be said about business, how it is done and what has been accomplished, must be written by men who have the vision to understand and are specially trained to interpret the spirit of cooperative service that is typical of American business life. I am greatly pleased to know that you are organizing an office to do this special work and trust you will succeed in training other men to meet the great need of trained writers for industrial service. Many of the finer accomplishments in the industrial world and the big achievements of individuals and companies are hidden because they hesitate to announce their achievements in display advertising. Let us have the right kind of interesting descriptive narrative and the readers of magazines will welcome your articles and our business men, young and old, gain inspiration and benefit therefrom. Best wishes for your success in the important field you have chosen. Appreciate the excellent work you have already accomplished.

Karl V. S. Howland,
The Independent,
New York.

I am interested indeed in your propaganda for business through advertising—especially so because The Independent is actively interested along that line. In the months and years just ahead the industries of this nation will need just the kind of service that you are planning to give as an interpreter of the new order in business. In The Independent last week Miss Ida M. Tarbell pointed out that efficiency in business or in government falls down at the point where it fails to recognize the human equation, just as Germany's marvelous efficiency will fail for that very reason. I mention this because I have noticed that you have a keen appreciation for the human side of business. From my knowledge of your plan and my observation of your work I see nothing but success ahead for you. All good wishes.

How the Publisher Can Help the Advertiser

"WHAT is the duty of a magazine to its advertisers?" The question was asked by William R. Hotchkin in an address before the Representatives' Club of New York. Mr. Hotchkin is well known as an authority on advertising and merchandising. He was long advertising manager of the John Wanamaker store in New York, and more recently has done important work in the advertising agency and publishing fields.

"The merchant sells more than merchandise," Mr. Hotchkin said, "the automobile manufacturer more than automobiles, and every progressive business man is selling service with his product. Therefore, magazines should sell more than white space."

After this address, a prospectus of the work along the lines of magazine promotion work suggested by Mr. Hotchkin, which had been carried on for a year by the editor of this volume, was sent to the advertising authority. In reply, Mr. Hotchkin wrote:

"I want to congratulate you upon the splendid work you have done along the lines suggested by my talk to the Representatives' Club. . . . I consider it the very best co-operative work that I have ever known a magazine to do. The attitude of mind that exists in your office in reference to advertising as educational literature is most encouraging."

The articles and advertising propaganda referred to by Mr. Hotchkin had been appearing over a year. Fundamentally, they were based on the idea that the advertising section of any publication should be a *reading* department, not merely for glancing through, and should be made as *interesting as possible*. The articles emphasized constantly that advertising was *industrial literature*, current industrial history, and was not only a force as a merchandising factor, but a *genuine benefit to the public*.

A striking recognition of this work lay in the fact that the articles were made a definite part of courses of instruction in civics, economics, advertising, journalism, rhetoric, business administration and in class-room studies of current events; also in the receipt of many letters from representative men interested in industrial progress and business betterment generally, commending the articles and the plan of work behind them.

DON M. PARKER,
The Century Magazine,
New York.

For years I have watched your, work and naturally, it gives me great pleasure to hear that you are planning to develop and extend your industrial and financial writing. Advertising and big business go hand in hand. The work you have already done only assures the success of your future effort. We need more stories of American industry; we need more good, strong advertising that will clear the air and tell people the really worth-while story of commerce and industry. Business men are becoming more and more convinced that the general public is interested in the human side of industries; how they manufacture; how they market their goods; in fact, they want to see the wheels go round. You are a good man to do this work of better publicity for American business. You have had experience and, in my opinion, can weld the various links of successful business into a chain of great strength called "better business." I wish you the greatest success and hope that we may soon see new evidences of your clear thinking and fine work.

HERBERT S. HOUSTON,
Doubleday, Page & Company,
Garden City, L. I.

The Bureau of Industrial Education, which you write me you are planning to establish, surely ought to render a definite service to business. With the experience and training you have had you are certainly equipped to do all kinds of writing on industrial topics—editorial, advertising, promotional and educational—and I trust that your new enterprise may be highly successful. Best wishes and kind personal regards.

R. G. CHOLMELEY-JONES
Review of Reviews (1917)
New York.

Every day it is becoming more obvious to directors of big business and industry that they will have to take more seriously into consideration, not only their relation with their employees but their reputation and standing in the opinion of the public. I am not surprised to hear of your decision, for your experience in connection with this kind of work has been so very extensive by reason of your association with the periodical publishing interests.

Why Not Compel the Reader's Interest In Advertising?

The following quotation fortifies a belief I have long held that all publishers should do everything possible to educate their readers to be *interested* in advertising, and to *know and appreciate* the social, informative and educative values of advertising. The statement is from the letter of a Chicago lawyer whom I had written, among many other magazine readers, to ascertain his mental attitude toward advertising, and to learn how advertising appealed to him and in what ways advertising had influenced him to buy merchandise. The replies to these letters confirmed my conviction that a need exists for the education of the public to an understanding and appreciation of the forces of advertising. This lawyer wrote:

"Your letter of the 9th outlining your latest departure is very interesting. Probably I am as unpromising material as any you are likely to meet. I seldom look over advertisements and consequently do not remember having been induced in recent years to make any purchases through that medium. Even this should have its bright side for you, however, as it illustrates the value of your plan of putting advertising matter in such form and in such a position that the readers will read it, in spite of his custom of remaining indifferent to it. Some of your work of this kind I have read with great interest."

This reader, of course, is unusually shy of advertising, but the points he makes have an important bearing and should give food for thought to many interested in advertising.

The Functions of the Publisher

Armour & Company stand ready greatly to increase their already large appropriation (for advertising) as soon as certain barriers of productiveness are removed. This barrier is the dealer's perfunctory discharge of his work. Make the dealer a real convert to advertising, teach him the profit in rapid turn-overs and you have gone a long way toward making him a supporter of national advertising. Long profits on a few sales loom larger in many dealers' eyes than a smaller margin on more sales. To help educate backward merchants Armour & Company have been holding a series of meetings with newspaper publishers. . . . The primary purpose of these meetings is to give the publisher a message on what the Armour folks are pleased to call "the new function of the newspaper." The publishers are told of the important part they can play in the education of the dealer in the economic value of standardized merchandise. The gist of the plan is to get the publishers to assist in the uplift of the retailer. . . . —*John Allen Murphy in Printer's Ink.*

FREDERICK L. COLLINS,
The McClure Publications,
New York

I well remember your extremely able work in connection with the National Promotion Campaign carried on by the Quoin Club, and your long and brilliant association with The Outlook. I shall look forward to the formal announcement of your interesting plans with great pleasure. The task you are now proposing to undertake is one for which you are peculiarly fitted both by temperament and experience. The career of an advertising and industrial missionary heralding the New Order in Business is certainly stimulating to the imagination. It is a broad and fertile field that you are proposing to cultivate and no one can be better equipped for the work than you are. You will bring to it a rare combination of breadth of vision and a fine sense of proportion which will surely not be in vain. I think you realize how strongly the magazines will be behind you in this splendid service for the cause of public education, and you know how completely you have my personal wishes for your success.

JOHN A. SLEICHER,
Leslie's Weekly,
New York.

More power to you in your new work. There is no question of the need for a wide public *understanding* of the real purposes, forces and accomplishments of modern business institutions. A tremendous amount of friction, lost motion and absolute opposition would disappear, and, instead, there would result increased prosperity and permanence. A host of corporations, public and private, have suffered through "holding their light under a bushel." If you can get them to interpret themselves to the public as the public ought to know them, you have done a great service to them and to the public they serve—and to the nation itself.

MERLE THORPE,
The Nation's Business,
Publication of the Chamber of Commerce of the United States,
Washington.

I am confident that anything you do in the industrial field will redound to the glory of American industry and all connected with your work. You have mapped out for yourself a pretty big assignment but that makes it all the more worth while. I shall be glad to hear from you as your plan progresses.

A VITAL NEED OF THE TIMES

Help Us With Ideas, Mr. Publisher!

It is the easiest thing in the world to buy space—anybody can do that—but the hardest thing is to advertise profitably. The proper filling of space requires marked ability. Efficient advertising brings about an immediate response. The degree of the response is not so noticeable in the case of an old, well-established article as in the case of a new article. We cannot produce the same thrill, and if we fail to get the thrill we have to cancel the advertising. It is no fault of yours that we are obliged to take this course. Then we have to get busy to find the idea, which, put into proper form in the copy, will produce the desired results. Let me impress upon you the fact that you can do nothing better to help us than furnish us with helpful, practical ideas.—*Percival S. Hill, President of the American Tobacco Company, speaking at a publisher's convention.*

CARROLL B. MERRITT,
Scribner's Magazine.
New York.

It is confidence that we need. The American people lost confidence in big business enterprises years ago and the managers of those organizations were to blame. It takes a long time to create confidence. It takes a still longer period to restore it where there has been abuse. The great American people must be informed persistently and consistently with what President Wilson has phrased "pitiless publicity." Just as soon as big business makes up its mind to actually put *all* of the cards on the table so that *all* can see, just that soon will greater confidence come to large American enterprise. As a result these managers will be surprised too, to find how very much easier their tasks will be. The average American is antagonistic to this or that business organization solely because the facts concerning it are lacking. You, Mr. Orman, have a great opportunity to serve the people and business. I sincerely hope you will find many an attentive ear and that you will be permitted to create confidence for American business organizations.

B. T. BUTTERWORTH,
The New York Times,
New York.

Your particular line of advertising is unique and should prove very profitable to your clients. Your experience in magazine and newspaper work has no doubt particularly fitted you for the work which you have undertaken, and in which I wish you every success.

T. B. SPENCER,
The New York Tribune,
New York.

I believe you are well qualified to cover the field you have chosen and feel that your efforts are bound to meet with success. I remember the article published in The Tribune last September and am not surprised that you received so many letters commenting on the article, as it was an exceptionally good one. If there is any way in which The Tribune can cooperate with you please command us.

The Reader's Instinct

Our "natural born" abilities are misleading us, because we have worked so much in advertising that we have gotten far away from the viewpoint of the normal individual who knows advertising only from the reader's side of the question. People don't think what we think they do; they don't know what we think they do, and don't do what we think they do—and it's time we found it out. The beginning which has been made in developing a psychology of advertising is valuable, but it is only a beginning, and its true worth in practice will not be realized until further research has answered the many important questions which psychology has assisted us to raise and which we would not have done without it.—*William H. Ingersoll.*

Touching the Imagination

Success in business, in the last analysis, turns upon the touching of the imagination of crowds. The reason why preachers in this present generation are less successful in getting people to want goodness than business men are in getting them to want motor cars, hats and pianolas is that business men as a class are closer and more desperate students of human nature, and have bowed down harder to the art of touching the imagination of crowds.—*Gerald Stanley Lee.*

On Broomsticks and Roast Pig

Dean Swift said that a man could write on any subject and make the theme interesting. "Then," said Stella, "write me an essay on a broomstick." And straightway the dean accepted the challenge and wrote an immortal thing in literature. Charles Lamb's essay on "Roast Pig" is another example of good writing about nothing in particular. Both Charles Lamb and Dean Swift, if they lived today, would be writing advertisements, and they would be making more money than they ever made in literature.—*Elbert Hubbard.*

EDWARD P. CALL,
The Journal of Commerce,
New York.

We do not know exactly what we can do to co-operate with you in the work you mention but we are in sympathy with it and wish you every success.

EDWARD W. HAZEN,

I have read your article, and my impressions are very good. The encouragement of the sort of thing which you talk about (social and public service values of advertising) will be very helpful to the advertising business everywhere. More serious consideration of the interests of the reading public, as well as of the advertiser, will bring better returns to all.

LYMAN ABBOTT,

At my request, Mr. Hoyt has handed me your articles in our advertising department and I have read them with great interest. I should not have supposed it possible to make an advertisement as interesting as you have made these. I was especially interested, owing to its dramatic quality and dramatic treatment, in the article on "Fire: Its Terror and Folly." I congratulate you on your success.

"F. O. B. Detroit"

ONE of my greatest pleasures as a journalist has been the preparation of an editorial article on the City of Detroit, together with the really remarkable reception of that article by the splendid people of the Michigan metropolis. Many letters from worthy citizens of Detroit came to me, and many clippings from newspapers and other publications. Excerpts from some of these are printed on this page.

"Detroit is the wonder city of America," declared Felix Orman, Industrial Editor of The Outlook, last night at the conclusion of an economic survey of the city, which he has been directing with a corps of writers from the eastern magazine's staff, for a week here. "I am struck with its growth, not only in a physical sense, but in an economic, social and educational way as well. The phrase, 'F. O. B. Detroit,' is a telling one nowadays in the business world." Eastern men of affairs are now asking questions about Detroit as never before, says Mr. Orman, who is noted as a writer and an economist. He declares that the development of the motor industry is only a partial reason for this.—*Detroit Free Press*, (1915).

Detroit's position in the industrial and financial world is going to receive more publicity in nationally read magazines. Felix Orman, a special writer for The Outlook, and Elmer H. Youngman, editor of the Bankers' Magazine, have been in Detroit for several days gathering material. . . . Mr. Orman declared that Detroit is being considered more and more of a wonder in the east.—*Detroit News* (1915).

This week it is The Outlook's turn to pay homage to Detroit, the Dynamic. In an elaborate tribute to Detroit as the Wonder City, The Outlook, which sent a special correspondent here to write us up, says: "Since 1899, Detroit has advanced from seventeenth place to the position of fourth manufacturing city in the United States. Detroit is American to the core, the most typically American of all our cities." We have become famous.—*From an editorial in The Detroit Journal.*

"F. O. B. Detroit—the Romance of the Wonder City of the Magic Motor" is the title to an attractively written eight-page article in this week's issue of The Outlook. Felix Orman, Industrial Editor, is the author of the article, which is amply illustrated by pen-and-ink drawings taken from recent Detroit photographs. Mr. Orman is enthusiastic about Detroit. Its wonderful growth, tremendous activity and, above all, the spirit of the city made a deep impression on this New York writer. . . . In the same issue of The Outlook, in the Department of Industrial Progress, of which Mr. Orman is Editor, there appears another article on "The Supremacy of the American Automobile," which should be of interest to every resident of "The City of the Magic Motor."—*The Detroiter, Official publication of The Detroit Board of Commerce, December* 20, 1915.

Mr. Felix Orman, in a recent article in The Outlook, said: "The Detroit Athletic Club represents at its best the spirit of the makers of Greater Detroit." "Detroit, the Dynamic," as Mr. Julian Street dubbed our city, and the Detroit Athletic Club have become in the minds of many leading Americans almost synonymous. For as another prominent writer—Mr. Isaac F. Marcosson—points out, "The Detroit Athletic Club is an expression of Detroit's greatness . . ."—*Hugh Chalmers, in the Detroit Athletic Club News.*

Felix Orman's article, "F. O. B. Detroit," in The Outlook of December 22 has impressed W. W. Hannan so strongly as an outsider's view of Detroit that he has ordered it reproduced in pamphlet form for free distribution by the Hannan Real Estate Exchange. . . .—*Detroit Free Press.*

"The Nation's Business and the Nation's Government"

On February 3, 1915, there was published in The Outlook an editorial article reviewing the activities of the Chamber of Commerce of the United States since its inception. This description of the national chamber as a great business force to the country was widely read at the convention of the assembled commercial bodies at Washington in 1915, and officers of the national chamber later reprinted the article and more than seventy thousand copies were distributed throughout the country. I have been invited to write a second article, reviewing the subsequent activities of this great commercial body. Many letters commenting on this review were received, some of which are presented in part herewith:

Hon. William H. Taft,
Former President of the United States,
New Haven, Conn.

I have your kind letter of January 30th, enclosing your work on "The Nation's Business and the Nation's Government," which I have read with much interest. I thank you for setting out the history of the National Chamber of Commerce, which I shall retain for useful reference.

Elbert H. Gary,
Chairman, United States Steel Corporation,
New York.

I have read with interest your article published in The Outlook of February 3rd. It is a very explicit and comprehensive statement of the purposes of the National Chamber of Commerce. I sincerely hope this Association may accomplish what is attempted and what is so much needed in this country at the present time.

Jacob H. Schiff,
Kuhn, Loeb & Company,
New York.

Your article sets forth in a most intelligent and feasible manner how important it is for the business interests of the United States to be united, not only through their local Chambers of Commerce, but even more so, through a national organization, such as the Chamber of Commerce of the United States, in the doings of which I have for some time been interested, and which, with my partners, I have variously supported. I am certain that your article will have its effect and accomplish good in various directions.

GEORGE W. PERKINS,
New York.

Your article is a mighty good one. I have been very much interested in the National Chamber of Commerce since this organization began. In a speech I made at Los Angeles two years ago before the Chamber of Commerce there I drove home the idea of just this sort of co-operation throughout the country. . . . I have been especially astonished with the remarkable referendums they have taken. The composite intelligence which the answers have shown has been remarkable and, I think, most encouraging. The great difficulty, Mr. Orman, is that our business men, knowing fully well what the trouble has been, knowing that our politicians have misrepresented the situation right and left to our people, have nevertheless kept still and have not gone to the job of placing their side of the case before the people. . . . You may think it a little strenuous, but I have reached a point where I do feel that an educational campaign on this subject is very necessary. . . .

HON. JOSEPH E. DAVIES,
Commissioner of Corporations (1915)
Washington.

I have read your article on "The Nation's Business and the Nation's Government" in The Outlook with a great deal of interest. It is trenchantly put, and is very lucid as well. You have hit upon a big idea in connection with the possibilities of this movement. There is one aspect of it that I should like to talk over with you some time when you are here.

CHARLES G. DAWES,
Central Trust Company,
Chicago.

I have read with much interest your article in the February number of The Outlook. I am glad to see you stand behind the Chamber of Commerce movement, which, in this city particularly, has become very important in almost all matters of civic progress.

GEORGE M. REYNOLDS,
President
Continental and Commercial National Bank,
Chicago.

I have noted with much interest your article in The Outlook and think it is logical, forceful and interesting. In thanking you for your courtesy, I beg to congratulate you upon the progress that you are making in your chosen field of endeavor.

GEORGE J. WHELAN,
President
United Cigar Stores Company,
New York.

It is a pleasure for me to say that a reading of your article has reinforced the good opinion I had already formed of the usefulness which has been and will continue to be shown by the Chamber of Commerce of the United States. Some of the things you so clearly set forth in your article have been made known to me by Mr. John H. Fahey, who had convinced me of the practical possibility of uniting the business sentiment of the country on questions of national import in such a way as to make its forcefulness felt at Washington. . . . I am thoroughly convinced that we have now on foot a method of approach at Washington which will accomplish things. The explanation of what all this means to business in such articles as yours will do much to augment the movement and I ask you to accept my congratulations (as just one of those vitally interested) on your devotion to so good a cause.

THOMAS E. WILSON,
President, Wilson & Company,
Chicago.

I have taken a great deal of interest in reading the article in The Outlook on "The Nation's Business and the Nation's Government." There is no question in my mind but what there is a great deal of merit in the position as outlined in your article and a great deal of good can be gotten out of closer co-operation between the Government and business interests, and I believe along this line if something of the kind could be worked out in connection with the new Trade Commission, it would be very helpful to business generally, having a body to co-operate with the Commission along the same lines of the Advisory Committee in connection with the Federal Reserve Bank Act. . . . A committee of that kind should be entirely acceptable to the Commission and the Government generally, and a great deal of good could be done toward working out the operations of the new Trade Commission on a basis that would be helpful rather than detrimental to business interests.

JAMES B. FORGAN,
President
First National Bank,
Chicago.

I have read with much interest your article which gives a very good account of the activities of the Chamber of Commerce of the United States.

A VITAL NEED OF THE TIMES

The "Seductive Charm" of American Business

THE idealization of business, to begin with, has, in America, a certain apparent rightness which elsewhere it could not have. For business in America is not merely more engaging than elsewhere, it is even perhaps the most engaging activity in American life. You cannot compare the American commercial type with the commercial type which England has evolved without feeling in the latter a certain fatty degeneration, a solemn fatality, a sanctified, legalized self-satisfaction, which our agile, free, open, though sometimes indefinitely more unholy type, is quite without; for even in his unholiness the unholy business man in America is engagingly crooked rather than ponderously corrupt. Beside the English business man . . . the American business man is a gay, sprightly, childlike being, moved and movable, the player of a game, a sportsman essentially . . . The world of trade in England has always been an underworld . . . everything which is light, gay, disinterested, personal, artistic has held aloof from it . . . Trade itself is only a dull residuum. The cream has risen to the top, and the world of business is perfectly conscious that it is only skimmed milk. . . . In America there has been no such separation of the cream and the milk. Business has traditionally absorbed the best elements of the American character, it has been cowed by no sense of subjection, it has thriven in a free air, it has received all the leaven, it has occupied all the center of the field. Just those elements which in other countries produce art and literature, formulate the ideals and methods of philosophy and sociology, think and act for those disinterested ends which make up the meaning of life; just that free, disinterested, athletic sense of play . . . have in America been absorbed in trade. It is not remarkable that, on the one hand, thought and literature are so perfunctory and so barren; while on the other business is so seductive, so charming, so gay an adventure.—*Van Wyck Brooks in "America's Coming of Age."*

The New Spiritual Power of Business

THE greatest thing that has happened since the birth of Jesus is the development in the last seventy years of what is called the Business System: the organization of credit and contract and capital and corporate organization, which has gone round the world, spread its organic filaments over all the frontiers and created for the first time in the history of this planet a vast system for work. . . . This new spiritual power is the organization for work, which, within the last seventy years has spread all over the world. It came as a kingdom without observation and as a thief in the night. No prophet proclaimed it. The preachers didn't notice it except to deprecate it. The reformers—socialists and such like—have had little but evil to say of it. I mean the regimé of credit and capital and contract and corporate organization, the wonderful and subtle texture in which men are bound together in mutuality and in faith. I am thinking of the marvelous manner in which you touch a button and pay a debt in Bagdad, the instantaneous communications around the world, a vast engine of wonderful delicacy and intricacy, a machine that is like the tools of the Titans put in your hands. This machinery, in its external fabric so massive and so exquisitely adjusted, and in its internal fabric making new categories of thought, new ways of thinking about life; this is our destiny. This is the thing that is to settle for us life or death. This will be for us Apocalypse or perdition. For the corruption of the best thing is the worst corruption; and if you refuse to understand the spiritual portent, the human meaning, of the business system, it will destroy you.—*Charles Ferguson, in a public address.*

Letters from Commercial Organization Officials

R. Goodwyn Rhett,
President in 1917, Chamber of Commerce of the United States.

I recall with a great deal of interest and pleasure not only meeting you in Washington two years ago, but also your splendid article on the National Chamber of Commerce, published in The Outlook of February 3, 1917. I am very glad to learn of the work in which you are about to engage and I have no doubt that it will not only succeed but will play a large part in the promotion of that spirit of cooperative service for which the Chamber stands. This spirit, I believe, is revolutionizing methods of business and will in time bring about greater rest and greater contentment together with a wider prosperity. The heartiest of good wishes for your success.

Alfred Reeves,
General Manager, National Automobile Chamber of Commerce.
New York.

I am interested in learning from your letter of the 11th of your intention to undertake the independent preparation of industrial literature and engage in business research and promotion to aid in the advancement of American industry. From my observation of a number of your articles dealing with the automobile industry and your method of seeking first-hand information from authoritative sources, I have no doubt that you will be successful in your future work and that it will be of a constructive nature that will command attention. Best wishes for your success.

A. A. Templeton,
President, Board of Commerce.
Detroit.

I want to congratulate you upon your decision to conduct an independent service along the line of the work you have been doing so successfully in recent years. In the field that you have made peculiarly your own, that of industrial literature, you have done much to make Detroit well and favorably known among the business men of the United States. I have no doubt that in the line of business promotion and research work you will be able to accomplish much that will be worth while.

A VITAL NEED OF THE TIMES

Big Guns In the Peace Armament

THE business man who realizes that the chief value of advertising is its institutional rather than its merchandising effect, does not halt his constant effort to build for his concern and its products that enduring structure of which each selling appeal may be likened to one of the myriads of bricks that compose a towering building. . . . An important effect of war on advertising is to disclose *who are the structural and who the tentative advertisers*. This classification is of importance not only to those chiefly interested in advertising, but also to all devoted to the progress of America. In the commercial war that will follow the cessation of military activity, the *big guns* that America will have for her peace armament are the *institutional advertisers* who have the foresight, resolution and courage to "carry on," whether the way be plain and easy or dark and difficult. . . . The thoughtful advertiser must see the moral of preparedness as applied to advertising. He will dig deeper and build bigger. He will forsake tentative policies for long plans, catch-penny schemes for sound, constructive effort. —*George Frank Lord, Director of Advertising, E. I. du Pont de Nemours & Company, in an address before the New York Advertising Club.*

Far-Sighted Advertising

ONE of the hardest jobs which advertising is called upon to tackle is the job of conveying the *importance* of the message it has to deliver. . . . "If the public really understood the value and the importance of our product, we wouldn't have to *sell* it: customers would be standing in line at the factory door." More than one manufacturer has given utterance to such sentiments with considerable truth. How utterly dependent we modern folks are on our great industries! But do we appreciate the service they are giving us or realize what would happen to us if they were entirely wiped out? . . . If the real significance of any important industry could be brought home to the public, its advertised claims would be assured of a more careful reading, and that is the real purpose of the campaign (institutional) of the United States Rubber Company. . . . —*to impress the public with the importance of the rubber industry*. True, competitors will benefit, but the company is big enough, and its range of products is so great that it can afford to advertise the industry as a whole. In some respects, the campaign is the most daring, and at the same time the most far-sighted advertising which has been attempted within recent years.—*Printers' Ink.*

"Mr. Public, Meet Mr. Big Business"

IS the day fast approaching when every great corporation will see the wisdom of maintaining an advertising organization of some sort in order to set itself right in the eyes of the public quickly and efficaciously when it is subjected to unfair attack? . . .

The big financial interests which were behind the shipbuilding activities at Hog Island included men who had never, apparently, been especially interested in openly seeking the public's good will for their enterprise. In fact, presumably for military reasons, the facts about the great shipbuilding yards under construction there had been closely guarded from the public.

When, a few weeks ago, a storm of criticism broke over their heads, these men very quickly saw the light and changed their tactics. The plant was promptly thrown open for inspection to insure the fullest and freest satisfaction of the public's interest. Newspapers were invited to send their representatives and publish the results of what they saw. They did so; and the breezes of angry disapproval quickly subsided into zephyrs of praise for the really colossal results which had been achieved in a short time.—*Printers' Ink.*

CHARLES L. DERING,
President Association of Commerce in 1916
Chicago.

I am glad to learn that you mean to continue to devote yourself to the study of American business and to the spreading of the gospel thereof. We are coming to new ways in business and we need not only helpful publicity but earnest, helpful direction. The wise business man studies deeply. He is indeed a benefactor who brings him worthy material. That, with your day-to-day avenues for obtaining the latest experiences and the last thought, coupled with the clearness of expression of which you are a master, should bring you a splendid success.

The late Colonel George Pope, for many years President of the National Association of Manufacturers, wrote, shortly before his death:

"Learning with sincere satisfaction that you are about to take up again the industrial publicity work in which you have performed an estimable service to American industry, I take occasion to assure you of my interest in your activities and to say that I look forward to the pleasure of seeing articles by you that may well be classed among the important contributions to the industrial history of the country."

Monopoly of Good Will

IN a democracy such as ours, where the Government possesses the confiscatory powers of taxation possessed by Congress, the one safe and enduring kind of monopoly is one that is built upon the good-will of the people by trade-mark advertising. Monopolies created in this manner are safe from the interference of the law. The only thing likely to injure or kill such a monopoly is deliberate neglect.—*Arthur Acheson.*

Advertising an Institution

AN educational campaign covering one of the widest fields ever laid down by any corporation, has been entered into by Swift & Company for the purpose of placing before the American people the true facts regarding its business. Swift & Company has felt for some time that the packing business was greatly misunderstood. There are several reasons for this. The business itself is particularly complex. The packer stands in an unenviable position between the producer on the one hand, anxious to obtain the highest price for his live stock, and the consumer, on the other, equally anxious to secure meat products and by-products at the lowest price possible. It is a case of "both ends against the middle." Politicians have traded on this position of the packer for many years. There have been investigations, in each of which the economics of the packing industry have been found to be sound. In entering upon this campaign we have felt that this was the most propitious time to tell our story in paid advertising space to the people of the United States. There have been cases, no doubt, where certain businesses have profiteered on war contracts, and because the packer's earnings have increased during the war, the packer has come in for his share of unjust and unfounded accusation.—*From an announcement by Swift & Company.*

When to Woo the Public

PROBABLY most readers of *Printers' Ink* have been watching the recent advertising of Swift & Company, Chicago packers, which has been appearing in an endeavor to counteract the ill will created by newspapers reports of Francis J. Heney's investigation of the meat industry. The copy has been interesting, and has presented some novel statistics, tending to show how small is the packer's profit, after all, and how useful he is to the consumer. Undoubtedly it has done some good in modifying the public's angry impression that the packers have been "holding them up." And probably the big institutional campaign with which we understand that this first "drive" of argument is to be followed, will be even more useful.

Laying aside for the moment all question as to whether the packers are guilty or not of the practices Mr. Heney charges them with, Printers' Ink would like to point out how much more valuable such an advertising campaign would have been *before* the packers came under fire than after. It is ten times harder to break down a prejudice and create in its place a friendship than it is to build friendly feeling in the minds of those who begin by being "benevolently neutral."—*Printers' Ink.*

Seven years ago, while employed in special forms of educative publicity for the three large Chicago packing firms, I advocated such advertising campaigns as Swift & Company now have instituted.—*F. O.*

Institutional Advertising and the Reader's Mood

A MANUFACTURER must justify, not only his products, but his individual enterprise. He can justify his business organization as an institution through the right kind of advertising that interprets his institutional ideals and purposes to the public. But before he succeeds in doing this, he must have set his house in order. In the last analysis, it is the human factor that counts most in business, and a business enterprise to be rightly institutionalized must have been developed to its utmost human possibilities—that is, in its humanized relations toward the public and toward its employees. Advertising must represent the spirit of a business concern. Advertising should be so written as to appeal to the mood of the reader as he goes from page to page of the editorial section of a publication and to convey that mood successfully, and without change, to the advertisement.—*Harry Tipper.*

Letters from Lawyers

Samuel Untermyer,
New York.

The programme outlined in your letter of the 2nd instant is most attractive and I regard it as highly patriotic and entirely practicable. Business, and especially the Ethics of Big Business, has undergone a revolutionary change for the better within the past few years, but there is still a broad virgin field for its improvement, of legislation to protect the investor, such as exists in other countries, and for vast changes in the social order. Your project interests me. As business enterprises become more extensive they must necessarily assume corporate form and the need for enlightened laws giving security to the employes and other small investors who will be necessary to the cooperative schemes of the future becomes more imperative. We shall have to give them minority representation and better protection against the dishonest diversion of their investments. There is also need for radical reform in the reorganization of corporate enterprises that have come to grief. In fact, innumerable other fields of usefulness immediately open up to my vision by the mere suggestion of the venture upon which you are embarked and in which I wish you every success.

George W. Wickersham,
Former Attorney General of the United States; Cadwaladar, Wickersham & Taft,
New York.

I shall look with interest for your book "Interpreting the New Order in Business," and anticipate a great deal of interest and instruction in reading it.

Paul D. Cravath,
New York.

The work which you have undertaken is certainly most important and offers almost unlimited possibilities. I wish you success.

The Spirit of a Great Corporation

SOME months ago I had the opportunity to visit the mines and plants of the various companies making up the great Steel Corporation. . . . After two weeks spent in the tour the one impression that printed itself ineradicably on my mind above all others concerned the manner in which the vast human machinery that is the corporation was handled, the organization that made it possible for an army of a quarter of a million men to work in absolute harmony and to one end. In a word, the spirit of the corporation.

The entire organization is permeated with the "Steel Corporation Spirit." From Judge Gary, Chairman and head of the corporation, and James A. Farrell, its President, who directs the manufacturing and commercial operations, down through the heads of the various constituent companies and so further through the other officials, through those whom we may call the non-commissioned officers, the foremen and mine captains, and finally among the men, the skilled workers, there is to be found that one universal sentiment of loyalty, of personal interest in the fortunes of the big company, and the will on the part of each man to give the best in him for the general result. . . .

The square deal—that is the secret of the corporation spirit. The desire for justice, for recognition of full and fair service, is deep grounded in every man, and the Steel Corporation management, by giving each worker the assurance that he will get just what is his due, has secured for itself the entire co-operation of its workers and a resultant organization that probably could not be equalled elsewhere in the industrial world.—*Arundel Cotter in "The Authentic History of the United States Steel Corporation."*

Business Statesmanship

ONE of the real needs among American business men today is a broad view of business and a comprehensive grasp of industry as a whole. Too many manufacturers and merchants center all their energy and attention upon their particular establishment and the work of making profits for it. Men at the head of factories need the point of view of what might be termed the *statesmanship of business*. They need to appreciate the fact that their plant is only a part of a great industry; that their individual welfare depends very largely upon the welfare and progress of the whole industry, and of industry in general. The men who realize this principle, who are studying our economic problems from this point of view, are the men who will do the big things and be the real leaders of American business.—*Edward N. Hurley, Chairman, United States Shipping Board.*

Cultural Force of Advertising

NOT only has advertising enabled the consumer to have a large variety from which to select, and thus express his individual taste, but it has educated the consumer into being a connoisseur—which apt word means "one who knows." The modern consumer is "one who knows." Formerly a man who was called a connoisseur was one in a thousand. He was supposed to know more than his fellows. He was probably rich, had traveled, and was an authority on matters of art, taste, food, music. When his friends wished to make important purchases they came to him because he knew more. But today *advertising tends to make all consumers into connoisseurs*. It has been a great free correspondence school in merchandise. People without taste have been educated into taste by advertising campaigns in furniture, wall coverings, architecture, clothes, and an endless number of things. . . . The consumer of today is his own connoisseur. It is this quality of knowing what he wants and why, that is the best safeguard the modern advertising manufacturer has.—*Paul T. Cherington in "Advertising as a Business Force."*

Letters from Educators

Albert Shiels,
Director
Division of Reference and Research, Board of Education,
New York City.

I believe that it is obviously desirable that students in commercial classes can best appreciate the significance of exposition in business advertising by a study of actual models. There is no question, therefore, but that material of the character you sent to me could with considerable advantage be used in our commercial schools and classes.

Professor Alfred C. Bryan,
High School of Commerce,
New York City.

The High School of Commerce in its work in history emphasizes the industrial and commercial aspects. We have from time to time used your industrial studies and have found them very helpful. Our text-books are always several years behind current industrial development. Sometimes we discover that you have collected just the information that we are looking for to demonstrate some significant movement.

E. J. Rowse,
Principal, High School of Commerce,
Boston.

I am pleased at your decision to begin to interpret in a broader way the real spirit of American business and enterprise. I am sure your "Romances of Modern Business" went a long way in such an interpretation. The human interest as set forth there put many of those enterprises in my mind in a way that I can never forget. I am sure your interpretations will help to put industry on a higher level that it has ever yet attained. I shall be grateful to you for any material you may be able to send me, which you think will be helpful in our merchandising classes.

Professor Paul T. Cherington,
School of Business Administration,
Harvard University.

It seems to me that the human-interest side of the upbuilding of modern business institutions is one of the most absorbing features of the growth of the country. I believe you have done a real service in digging into this field. If you continue it, you will do a work which will have a great value to all of us.

"Imagination In Business"

WHEN Napoleon caused the names of his dead soldiers to be inscribed on the face of Pompey's Pillar, some one criticised the act as "a mere bit of imagination." "That is true," replied Napoleon, "but imagination rules the world." . . . I believe that imagination is as valuable—I do not say as essential, but as valuable—in the management of trade as in any of the arts . . . Imagination is the synthesis of the mind; that is the opposite of analysis . . . Imagination is the ability, upon seeing any object, to construct around that object its probable or possible environment . . . It is difficult at times to draw the line between imagination and sagacity. Starting in sagacity, a man's action proceeds by imagination. The two become blended. . . . The imaginative man sends his thoughts through all the instincts, passions and prejudices of men; he knows their desires and their regrets; he knows every human weakness and its sure decoy.—*Lorin F. Deland.*

Appeals to the Emotions

USUALLY the human-interest appeal is directed to the emotions. Curiosity, ambition, love and pride are among the strongest emotions and those most appealed to. Fear is even stronger, but is dangerous, except in the case of articles bought for protection and the like. Emotional appeals frequently are made through the senses. In fact, it is difficult to distinguish sometimes between a sense appeal and an emotional appeal. . . . The simplest type of direct appeal to the emotions is that known as the inspirational type. . . . In such appeals it is necessary to put the reader in a familiar situation or one which it is natural to imagine. . . . —*"Advertising: Its Principles and Practice," Tipper-Hotchkiss-Hollingsworth-Parsons.*

On Facetiousness In Advertising

FACETIOUSNESS as an attraction-getter in advertising as a rule defeats its own purpose. Demos is a dull animal. If you joke with Demos, he takes you as a joke. "Let us be serious, gentlemen, here comes a fool," said a great wit to friends with whom he chaffed when a very normal person approached. The masses at whom advertising is directed do not possess a startling sense of humor. They respect gravity and suavity. They do not elect jokers and witty people to political office. Chauncey Depew's reputation as a joker utterly precluded the possibility of his ever being nominated or elected President of the United States. . . . In brand-building advertising, to be most successful, we must, above all things, be pleasing, but also serious. Facetiousness should be indulged in with the greatest care; it is likely to kill respect.—*Arthur Acheson.*

"Nice Little Messes of Words"

TWO things about the Philadelphia Advertising Clubs' convention stand out in my memory; one a delightful shop-talk with three new-school agency men and a brother advertising manager around a dinner table; the other, the statement by Cyrus H. K. Curtis that most of the advertisements submitted to him are just "nice little messes of words." This remark from an aggressive advertiser who seems ready at all times to find the money when he can find the right kind of copy to fill the space made a hit with me. . . . I fear sometimes that advertising men in following this notion of spreading themselves all over the business that gives them employment are neglecting something that forever and aye must be the vital thing of an advertising campaign—*the message to the public*, the thing that must be so well put together that it will stop the roving eye of the reader and cause him to *look, read, believe and remember.—S. Roland Hall, in Printers' Ink.*

THOMAS W. CHURCHILL,
President, Board of Education, (1915)
New York City.

I have read with interest the article on "Vitalizing Class Room Instruction." The use of magazines and other literature referring to current events is undoubtedly a great aid in securing the interest of pupils and giving them a fuller understanding of their studies. The article to which you refer, "Vitalizing Class Room Instruction," is appropriately named. The past can be better understood if interpreted in terms of the present. Contemporary life, seen through the medium of a good current publication, will be better understood and appreciated.

PROFESSOR WALTER DILL SCOTT,
Author "The Psychology of Advertising,"
President, National Association of Teachers of Advertising,
Pittsburgh.

Your announcement contains plans adequate for a valuable life work. I trust that you may be most successful, and turn out the ideal which you have here so clearly expressed. Your stories are very interesting. I am very glad to have them in permanent form that I may keep them on file. I approve most highly of your work, because you idealize business and give to the American public the modern conception which dominates the action of the leader in the business world today.

R. T. CONGDON,
Assistant Director
The University of the State of New York,
Albany.

In the past I have been much interested in your articles on industrial subjects and business research. I am, therefore, glad that you are to continue the "fictionization of facts." I hope that you will keep me in touch with your work, and in my judgment it may be used with profit in the English classroom.

PROFESSOR W. F. MELTON,
Emory College,
Oxford, Georgia.

My journalism class had a great afternoon reporting on your advertising stories. I wish you could have been present. You would have enjoyed, specially, the report, on the Ostermoor article, made by Youtaik Kim, a Korean. On a vote, the boys decided that the Fire Extinguisher article is the best advertisement, and the Hupmobile article the most interesting narrative. The Chicago Tribune article comes tomorrow, and the editorial article on "The Nation's Business and the Nation's Government," the next after that.

Dessert Before the Soup

A LOT of good people go on talking about advertising without ever getting down to the foundation props of the structure or even considering the strength-giving materials that go into the building. That is why more than a few gaudy advertising edifices have toppled over. Did you ever study the advertising grave-yards? It would be interesting and informative to anyone. Go on a little excursion through the files of publications out of the past. Ask yourself as you go along why this advertising or that does not appear any more, or this product or organization has passed out or is little heard of. The answer is nearly always the same. You don't have to look far, if you've got an imagination or any advertising instinct. Too often in advertising they're serving out the pretty stuff, the attractive stuff with little regard for what it means or how it influences the mass of people. An advertisement may be very nice, but does it "hit" Mrs. Maloney? You, see a lot of advertising people have fallen into the error of serving the dessert before the meal—handing out the ice cream and cake before the soup, roast beef and potatoes.—*F. Wallis Armstrong, in an interview with Felix Orman.*

Let's Assume Ad Readers Are Intelligent

I AM moved to make a few remarks anent J. H. Newmark's recent views in *Printers' Ink* under the caption "Talking to the Million." He objects to the use in advertising of words such as "stamina," "analogy," "mediocre," etc.—words he believes unfamiliar to the readers on a weekly publication whose circulation exceeds a million. . . .

Everybody reads a newspaper. The newspaper is a fairly good standard of average intelligence. Is newspaper English too exalted for the ad writer? Is there any reason why the advertising copy writer cannot talk to the reader as the reporters talk in the news columns to the same reader? What subtle change takes place in the literacy of the reader when he turns from the pure reading matter to the advertising? . . .

There is a growing school of advertising writers and artists comparable to the school whose work is seen in the literature of to-day's magazines. It is one of the powerful forces lifting ad writing and illustration to the level of a high art.

Some day, possibly, advertising will show its shelf of classics.—*H. L. Reiwitch, of Marshall Field & Company, Chicago, in Printers' Ink.*

The Power of Words

THE power of words," said Le Bon, "is bound up with the images they wake, and is quite independent of their real significance." Henry Ward Beecher expressed a somewhat similar thought in another way. When a college youth pointed out errors in his speech, the distinguished preacher said, "Young man, when the English language gets in my way, it doesn't stand a chance." The writer, particularly the writer of copy designed to exert a definite influence such as advertising copy exerts, should not think of words *as words*, but as the symbol or framework of a thought, as the detail of a picture. Create the images Le Bon writes of, and do this by writing out of the spirit and imagination with little thought of language, as Beecher suggested. Euphemism and perfunctory wit are the sins of many writers. By avoiding the self-conscious in writing and getting down to the vitality of human appeal in advertising writing it is possible that even the "Cult of Silence" in the world of Finance, of which Mr. Otto H. Kahn has spoken, may be supplanted by intelligent publicity.—*F. O.*

ALVAN N. WHITE,
Superintendent (1915)
Department of Education,
State of New Mexico.

I read the article "Vitalizing Class Room Instruction," and am glad to recommend the phase of work so well discussed in such article. Many of our teachers secured copies of this article at the Oakland meeting (of the National Educational Association) and all seemed greatly interested in it. . . . I think the article splendidly shows how the cultural subjects may be made stepping-stones to practical living in a larger sense. The industrial subjects tend to aid the individual in his personal struggle, and the historical and economic studies will lead to a larger living in the individual communities and throughout the state. The use of magazines in the classroom will undoubtedly cause teachers to be alert to all new movements for progress, eventually doing away with the "bookish" historical and English instructors. I believe the idea of the linking of subjects in the school curricula to practical living a most excellent one.

M. A. BIGELOW,
Director, School of Practical Arts,
Columbia University.

I have read your articles with great interest. It seems to me that you have a very effective way of building up the interest of general readers with that of advertisers.

GUSTAVE STRAUBENMULLER,
Associate Superintendent, Board of Education,
New York City.

I have received your articles on industrial progress and have read them with profit and pleasure.

H. R. O'BRIEN,
Professor of Journalism,
Iowa State College.

I want to thank you for sending me the copy of your little book, "Romances of Modern Business." Do you know the stories in this book were just the very things I needed for my next lecture? I have a course in feature writing in which I was ready to give a lecture on the importance of getting romance and imagination into the feature story. And here were a dozen examples all ready. So I quoted to my class what Arnold Bennett said, and then told them five or six of the stories.

A VITAL NEED OF THE TIMES

Lay The Bed-Rock of Your Firm's Stability!

YOU who have read the many thought-compelling statements by leading business men and economists of the country presented in this book, together with letters written me by men of broad vision and large achievement in our National commercial life, and also the articles of my own writing, will agree with me, I hope, as to the Vital Needs of the Times.

These needs of the Nation, brought down to specific cases, are the needs of *your* business; and through carrying out such broadly-gauged and finely-conceived plans of social and industrial education as I have suggested in your own organization you will be contributing an important service to your country, while materially benefitting your own enterprise.

Help to establish American business on a plane of strength, stability, sound permanency and public understanding and appreciation. Start with your own business and bend every effort to make known to your community and all the public you serve the real functions, the real character, the real aims and ideals of your concern. Explain to the public how well you serve those who buy your products. Establish the institutional character of your business in the public mind.

Be a statesman of business!

Let me as a business reporter and investigator, with a full appreciation of all the best things in business, come to you, bringing a fresh, outside viewpoint, and produce for outsiders, your customers and prospective customers, business literature that will build your prestige and create a larger public confidence in and appreciation of your firm and your products.

Remember that in building a solid background and foundation for your business in public confidence, admiration and appreciation you are not merely following an ideal but are acting upon the wisest and most practical business judgment and laying a solid bed-rock for the permanent success and stability of your enterprise.

Herein lies the power upon which to rest your sales appeal!

FELIX ORMAN

INSTITUTIONAL ADVERTISING

Business literature for all constructive purposes.

Interesting and compelling narratives of the activities of industrial enterprises as a practical keynote and background of regular advertising campaigns.

Advertising Sum-Ups that supplement, co-ordinate and intensify a campaign of regular advertising and merchandising, clinching at one reading the entire thought and purpose of the campaign.

Studies of business concerns and their activities by a business reporter, writing from an outside viewpoint to interest outsiders.

Business reviews that meet the vital needs of these crucial times in interpreting business to the public and creating industrial harmony and solidarity.

Booklets, brochures, house organs, follow-up systems.

Co-operation with commercial organizations in all movements looking to industrial progress and business betterment.

Education along the lines of present-day business activities in co-operation with schools, colleges, clubs and other agencies of instruction.

Special work seeking to establish labor content; social surveys in business.

Scenarios for industrial motion pictures.

Co-operating with advertising agents, business interests generally, commercial organizations, publishers and educational institutions.

Ask for information.

Telephone,
Murray Hill 8627.

Astor Trust Building,
Fifth Avenue, at
Forty-second Street,
New York City.